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HARDWARE AGE

Published Every Other
Thursday

August 8,
1940

Down-Draft, Hot-Blast
makes more **HEAT-SALES-PROFITS!**

ONLY Washington-Frogil has this All-
Important Heating and Selling Feature

AUG 7
1940

WASHINGTON FROGIL OIL-BURNING HEATERS



DOWN-
DRAFT
HOT-
BLAST
Exclusive
feature in-
sures more
economical
burning
of oil



Model 40-23
Washington-
Frogil
Hot-Blast
Oil-Burning
Furnace

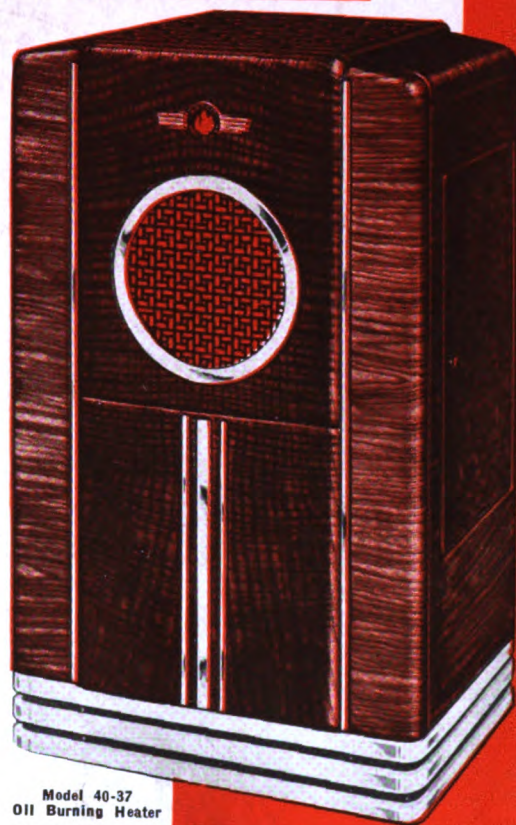
The WASHINGTON - FROGIL Line represents oil heating grown to maturity — fool-proof — trouble-proof — ready to do any heating job and do it with economy. WASHINGTON-FROGIL has the heavy construction proved right in the efficiency and long life of coal and wood heaters. Down-Draft, Hot-Blast saves fuel, increases heat, reduces carbon. Cast iron radiator-type combustion chamber has 81% more radiating surface. Stainless steel burner lasts a lifetime. Genuine porcelain enamel finish gives lasting and unmatched eye appeal. "Insta-Liter" provides maximum convenience in starting. NO other oil heaters have *all* the sales-getting features of these 1940 winners. Write today for prices and full details.

GRAY & DUDLEY COMPANY

Established 1862 Nashville, Tenn.



WORTHY OF THE NAME



Model 40-37
Oil Burning Heater

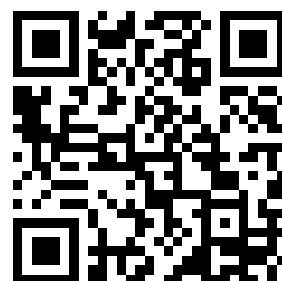


Model 40-38
Hot-Blast,
Oil-Burning
Space Heater

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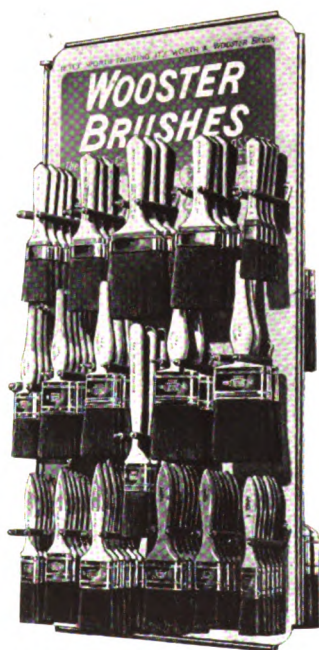
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Three Men to Help You Quicken BRUSH TURNOVER



WALL DISPLAY No. 40

A complete brush store is found in this Wooster Wall Sampler. . . Attaches to vertical shelving or wall. It swings. Comes in attractive colors with chromium trim.

WHAT does it profit a dealer to secure quick turnover on one or two items of his brush stock, while sixteen others gather dust on his shelves?....The WOOSTER combination of Brush Craftsman, Jobber and Jobber-Salesman can quicken the turnover of any dealer's entire brush line. The WOOSTER Craftsman has designed brushes which offer the most universal service. Into them he has put material of the highest quality...The Wooster-Jobber and Wooster-Jobber Salesman have analyzed the sales experience of hundreds of dealers. The result is a concentrated selection of repeat-sellers—a condensed line of 26 items which meets every requirement. If you are not a WOOSTER dealer, the WOOSTER-Jobber Salesman can help you to avoid loss through marked-down merchandise by eliminating the bug-a-boo of odds and ends. . . He can condense your brush stock so effectively that you can display a complete line of brushes right at the "Point of Sale." Ask him about the sales producing *wall display* and other "point-of-sale" helps which are quickening brush turnover for WOOSTER dealers everywhere.

WOOSTER FOSS-SET GUARANTEED ICE IN ANYTHING BRUSHES

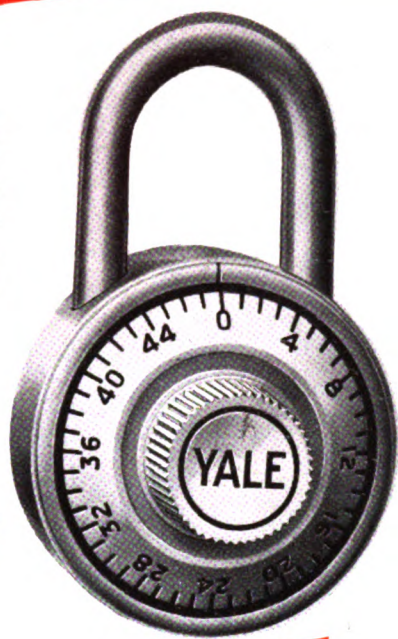
THE WOOSTER BRUSH CO. • WOOSTER, OHIO



THE 515 PROFIT DEAL!

INTRODUCES NEW YALE COMBINATION PADLOCK

JUST IN TIME
TO CATCH THE
SCHOOL DAY RUSH



SELLS
FOR
ONLY **60¢**

DISPLAY FREE
LOCK ON DISPLAY FREE

YOU SELL 13 LOCKS FOR \$7.80
YOU BUY 12 LOCKS FOR \$4.80
PROFIT MARGIN \$3.00

62 1/2% PROFIT MARGIN



ORDER THE
H515 DEAL

DEAL CLOSES SEPT. 2ND. CONTACT YOUR WHOLESALER NOW!

THE YALE & TOWNE MANUFACTURING CO.
STAMFORD, CONN., U.S.A.

AUGUST 8, 1940

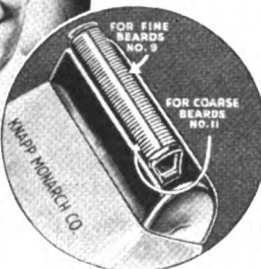
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KNAPP-MONARCH Important Advance



1-Natural Angle
Shaving Position
Shaves Closer...
and Faster!

2-Two-in-one
Shearing Head
Fits Every Face
... Gets Every
Whisker....



The Sensational **KNAPP** *Natural Angle* **SHAVER** Is Included in the New **KNM** Selling Plan

Appliance dealers are a logical outlet for electric shavers. **KNM** will show you how to sell them—and how to use them to help sell your major lines. The commission on a Knapp shaver will buy gas and lunches while a salesman is waiting for that "big deal" to make up her mind.

**THE SHAVER THAT
SELLS THE TOUGH
CUSTOMERS—AND
KEEPS THEM SOLD**

THERE ARE 45 **KNM** PERFECT ELECTRICAL SERVANTS THAT

HARDWARE AGE

Announces an in Appliance Selling

Knapp-Monarch . . . One of the Largest Independent Appliance Manufacturers, has developed a NEW METHOD OF SELLING that will Help any Aggressive Dealer close More Sales—make More Money . . . on All his lines . . .

YOU HAVE HEARD a lot of talk about "leveling out the sales curve" and "enjoying year 'round volume"—but the practical *application* of this Utopian state of affairs is something else.

KNAPP-MONARCH has been quietly working on a *plan* to help even the smallest appliance dealer build a consistent monthly volume, not just through the products he sells, but in the *way* he sells them.

A NEW WAY TO SELL — a 32-page booklet written by A. S. Knapp, president of Knapp-Monarch Co., whose knowledge of practical salesmanship has made **KM** a leader in one of the most competitive industries in the world—explains simple methods to help dealers close more sales—make more money—on all the lines they handle.

THIS MANUAL of better selling methods shows you how to profit not only on small appliances such as mixers, toasters, shavers, and health lamps—but also shows you how to use these appliances to conduct powerful demonstrations that help sell major appliances such as refrigerators, ranges, washers.

SALES-CLOSING INFORMATION is worth paying money for, but *A New Way to Sell* gives you tested tricks that will surprise you with their effectiveness and put money *into* your pockets.

MAIL COUPON TODAY for your copy of this booklet explaining the new Knapp-Monarch plan. The edition is limited so act at once. We feel sure this sensibly written little volume will open your eyes to the greater future awaiting retail merchants who handle electrical appliances.

KM Dealers Make Money With a Profit Margin You Can Really Work With Under the New KM Selling Plan...

You take no selling time from your major lines when you follow the new Knapp-Monarch plan. Yet every time you sell a **KM** appliance you make a handsome profit. And by filling in the blank spots in your selling day with profit from a line of appliances priced from \$3.95 to \$24.95, you clear a lot of dollars that you'd never get by just wishing for them. But that's *only part* of the plan. Mail coupon today for full details.



SEND FOR FREE MANUAL

"A New Way to Sell" is a one-volume sales manual written for practical use. Every dealer and salesman in the appliance business will find interesting and helpful selling slants on its pages. Don't miss this opportunity to get a copy *free*.



Knapp-Monarch Co., Bent & Potomac Streets, Saint Louis, Mo.

Please send a FREE copy of "A New Way to Sell" by A. S. Knapp. No obligation, of course.

Name.....

Address.....

City.....State.....

Firm Name.....Position.....

DO BIG THINGS

AUGUST 8, 1940

SCHICK PUTS NEW LIFE INTO THE SHAVER BUSINESS

- (1) New 1941 Models
- (2) New Hollow-Ground Head
- (3) Special Introductory Offers



**FOR 30% QUICKER AND BETTER
SCHICK SUPER-SLICK SHAVES**

● **NEW 2-M SHEARING HEAD**—hollow-ground to arch the skin surface—makes the whiskers stand up to be cut off. That's why it gives close shaves 30% quicker, easier, better.

● **WHISK-ITS**—to catch all beard clippings. No other shaver offers this feature!

● **FLYING SHUTTLE SHEARER**—powered by an improved, faster motor—performing more than 14,000 shaving operations per minute!

● **BRAND-NEW STYLING** by Raymond Loewy—world-famous designer—more eye appeal and buy appeal!

THE NEW MODELS

SCHICK COLONEL—New 2-M Hollow-Ground Shearing Head. Styled by Raymond Loewy, in rich ivory plastic with gold-colored Whisk-Its. Built-in radio static suppressor. Retails, complete with simulated alligator tuck-away case, for \$15.00

SCHICK FLYER—Has same sensational, new, Hollow-Ground, 2-M Shearing Head as ColoneL—styled in burgundy with silver-colored Whisk-Its. Retails, complete with genuine leather case, for \$12.50

SCHICK DRESS-KIT—ColoneL model, comb, cleaning brush, detachable cord and clip—all packed in handsome metal case with mirror in lid; compartment for cuff links, buttons and other small articles. This complete barber-in-a-box is the finest equipment any man can own. Retails for . . . \$17.50

AND FOR THE PRICE MARKET, the popular Schick **CAPTAIN** with the regular Speed King Shearing Head retails, complete with Whisk-Its, for \$9.95

TWO EXTRA PROFIT OFFERS

Introductory Offers Good Until Sept. 14th

EXTRA PROFIT OFFER "A"

Gives you the new
COLONEL DRESS-KIT for only \$5.00

On offer "A" you get:

| | Retail Price |
|------------------------|-----------------|
| 2 SCHICK FLYERS . . . | \$25.00 |
| 4 SCHICK COLONELS . . | 60.00 |
| 1 SCHICK DRESS-KIT . . | 17.50 |
| (Special Price \$5.00) | |
| TOTAL | \$102.50 |

Your Cost of
Complete Offer "A" 56.00

You Make, on Offer "A" . . . 46.50

GROSS PROFIT 45.37%

EXTRA PROFIT OFFER "B"

Gives you the new
COLONEL DRESS-KIT for \$7.95

On offer "B" you get:

| | Retail Price |
|------------------------|----------------|
| 1 SCHICK FLYER | \$12.50 |
| 2 SCHICK COLONELS . . | 30.00 |
| 1 SCHICK DRESS-KIT . . | 17.50 |
| (Special Price \$7.95) | |
| TOTAL | \$60.00 |

Your Cost of
Complete Offer "B" 34.50

You Make, on Offer "B" . . . 25.50

GROSS PROFIT 42.5%

FREE!

This business-getting, crystal-plate, De Luxe Schick sell-case—value \$5.00—comes free with the purchase of one or more "A" Offers and with two or more "B" Offers.



GET IN TOUCH WITH YOUR DISTRIBUTOR AT ONCE, OR WRITE OR WIRE TO: SCHICK DRY SHAVES, INC., STAMFORD, CONN., U.S.A.

THIS PAGE ADVERTISEMENT
APPEARS IN

LIFE

This Manning Bowman *complete promotion* **Means Business**

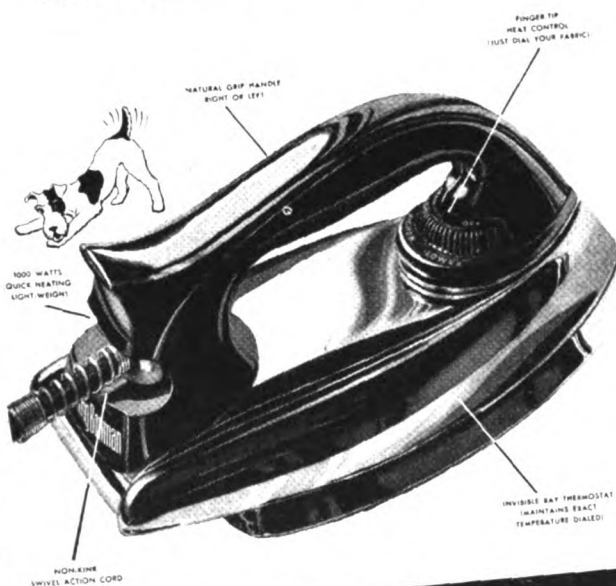
LIFE With Mother by Garrett Price



MOTHER: Look, Doris! That's just the way my rusty old iron cord coils itself around everything.

DORIS: Mother, I saw exactly what you need. An IRON-THAT-WAGS-ITS-TAIL. Let's stop by the store and I'll show you.

The-IRON-THAT-WAGS-ITS-TAIL!



DORIS: See, Mother! Any way the iron goes, the cord wags right along behind it... can't possibly get in your way. And look at this heat-control right at your finger-tip... it keeps the heat just right for any fabric.

MOTHER: All you needed to tell me was that Manning-Bowman made it. Anything of theirs is outstanding.

See The IRON-THAT-WAGS-ITS-TAIL in better stores \$9.95. Other Manning-Bowman Irons, from \$2.95. Also see the Smokeless Table Broiler, \$9.95, and the Twin O-Matic Waffle Baker, \$16. For booklets, write Manning-Bowman & Co., Meriden, Connecticut.

Manning MEANS BEST Bowman

■ We're telling the world about this amazing new iron...in Life magazine...with counter cards, window displays, consumer leaflets, etc. Get your share of this powerful promotion...display the Manning-

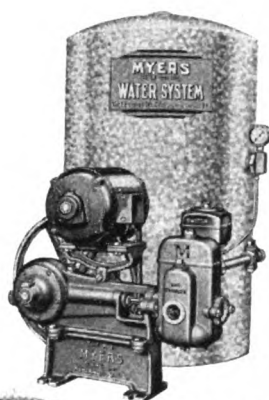
Bowman Iron prominently on your counters, in your show windows. You'll find that people want The-IRON-THAT-WAGS-ITS-TAIL. You'll find that Manning-Bowman means more business for you.

MANNING, BOWMAN & CO., MERIDEN, CONN. • BRANCHES: NEW YORK • CHICAGO • SAN FRANCISCO

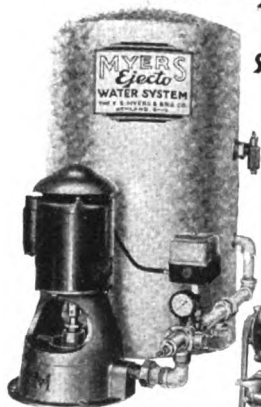
AUGUST 8, 1940

A Dribbling Flow-

**Makes
Profitable
Sales
Go!**



**FIG. 3012
SHALLOW WELL**



**FIG. 3135
EJECTO**



**FIG. 3155
DEEP WELL**

Insure Adequate Capacity and Increased Sales with **MYERS**

When water stops flowing—satisfaction starts going. That's the story being written by small, under-capacity water systems which frequently fail to provide an adequate water supply for ordinary home or farm use.

Here's where Myers Water Systems join the parade. Out in front with plenty of dependable performance values, dealers selling them recognize the importance of recommending adequate capacity for both present and future customer needs. Added to this are other important Myers factors such as precision construction and quality, high efficiency, maximum economy and durability, all of which bring complete customer satisfaction as well as increased business to Myers dealers.

Step in line for greater profits with Myers—make every installation a satisfactory installation—make every installation a profitable installation—the Myers line of Water Systems and the Myers Program behind it pays rich rewards to dealers who go after the business. Ask us.

THE F.E.MYERS & BRO. co.
ASHLAND, OHIO.

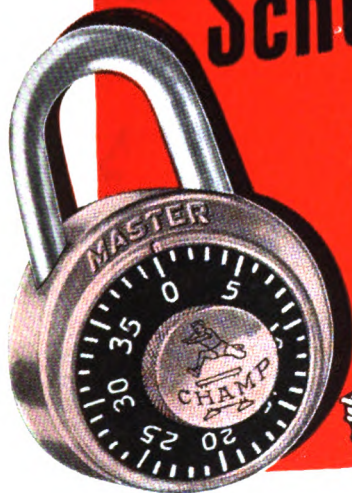


MYERS WATER SYSTEMS

*Sell More
School Locks
this easier way!*

Master School Special

NO. 15



**EVERY BIT
A CHAMPION**

- Strong double case — brass over steel
 - Time-tested 3-tumbler mechanism
 - Quality materials; Precision workmanship
 - Graceful, modern design
 - Master control chart for installations
- 5-Color Display 8" x 10". Ask your Jobber

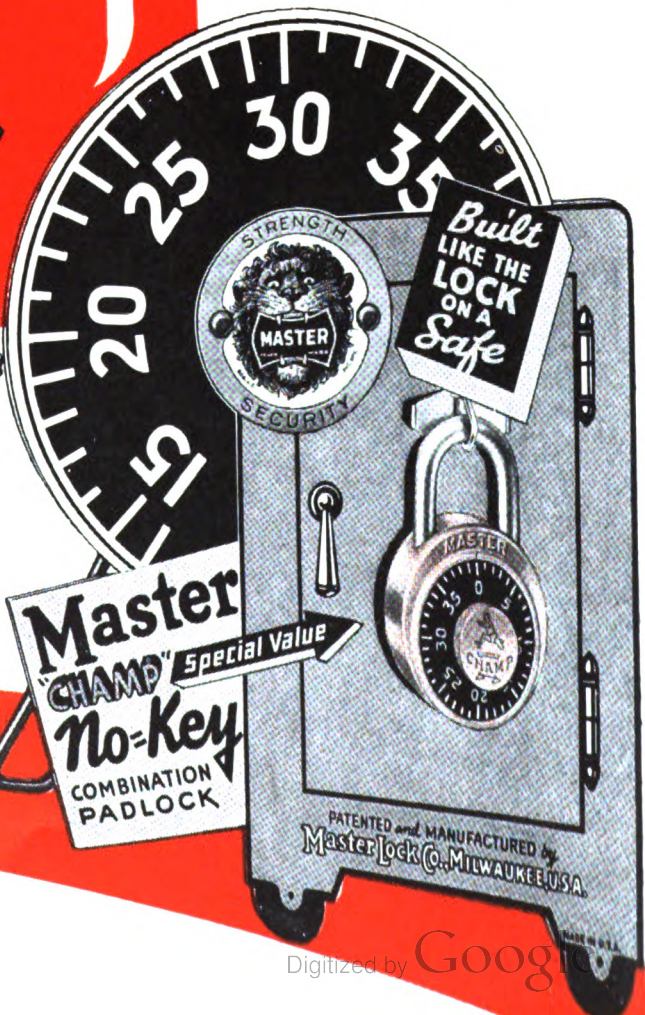
Master Lock Company
World's Leading Padlock Manufacturer
MILWAUKEE, WIS., U.S.A.

AUGUST 8, 1940

*Attractive
Display FREE*

WITH THE PURCHASE OF
12 ONLY No. 1500

*Improved Brass
Combination Padlocks*



FLORENCE HELPS YOU

September 28, 1940

THE SATURDAY EVENING POST

NO GUESSWORK!
Buy with "Certified Heater Facts"
and get the Right Heater
for your Home

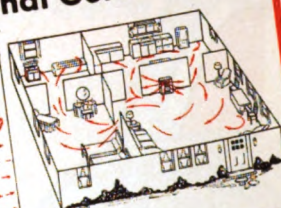
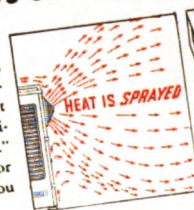


DRIVEN-AIRE model — with built-in electric heat distributor. In brown porcelain and Crystone; chromium trim. Twin pot-type or sleeve-type burners.



Here's how the New Florence **DRIVEN-AIRE** Oil Heater sprays out Heat that Gets Around!

DRIVEN-AIRE's powerful electric rotor unit sprays healthful, humidified warmth in an abundant, gentle flow throughout your home! It gives you a maximum of "heat that gets around." Buy Florence DRIVEN-AIRE for the most comfortable winter you have ever known.



NOW—you can be sure of choosing the right heater for your home. Florence gives you a Certified Heater Facts Tag on every heater to make your choice easy!

Florence offers a great line of 31 models. You'll find a heater that's right for your need, at a price that fits your budget. See them now at your reliable Florence Dealer's — DRIVEN-AIRE and other powerful circulating models, radiant heaters, cabinet models for rooms that have no chimney outlet . . . with pot-type, sleeve-type or wickless-type burners. Let him help you with expert advice!

See the Certified Heater Facts Tag — don't guess! The coupon below will bring you a booklet showing all the latest models.

31 MODELS • A PRICE FOR EVERY BUDGET!

Florence gives you a model for every heating need—and Certified Heater Facts to help you choose one that's just right for your home.

FLORENCE Oil **HEATERS**
BACKED BY OVER 65 YEARS EXPERIENCE

FLORENCE STOVE CO., Gardner, Mass.
Dept. S-928

Please send me your latest FREE booklet on Florence Oil Heaters.

Name

Address

Copyright, 1940, Florence Stove Co.

THE SATURDAY
EVENING POST

Country
Gentleman

LOOK

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Big JACK POT . . . \$30,000,000 Oil Heater Market

Powerful National Advertising — all in Color!

A full color schedule—going to millions of people in these National magazines!—will help you sell Florence Oil Heaters. One of the full pages is shown here. These advertisements will show your prospects that Florence gives them everything they want most in oil heaters!

31 Heaters — for a Real Choice!

Florence gives you a really big line—so that you can be sure of finding the *right* heater for every customer, no matter what the heating requirements may be. There's a Florence Oil Heater to fit every need and every budget. You can stock the models that are best suited to your locality.

A Liberal Co-operative Advertising Plan!

Florence shares generously the cost of your own newspaper advertising—and supplies you with striking prepared advertisements, all ready to run over your own name, and ad-cuts that show the real beauty of the heaters. Florence makes it easy for you to do a knockout promotion job of your own!

Sales Helps — that Really Help!

Florence furnishes you with big, colorful window and store displays, to catch every passing eye and tie you into the benefits of national advertising. Free folders and catalogs, too—crammed full of pictures and useful information, all ready to do a selling job on your mailing list and in your store. And there's a swell new Wall Hanger to help you answer prospects' questions on the sales floor.

Certified Heater Facts!

The Facts Tag on every Florence Heater, giving heating capacity and other important information, works for you all around! It helps you recommend a heater that *fits* your customer's requirements . . . it helps trade-up by giving you added convincing *reasons* why ample capacity is important . . . and it helps you to concentrate your selling on models that really meet your customer's need.

FLORENCE STOVE COMPANY General Offices and Plant, Gardner, Mass.; Western Offices and Plant, Kankakee, Ill.; Sales Offices: 1458 Merchandise Mart, Chicago; 45 E. 17th Street, New York; 53 Alabama Street, S. W., Atlanta; 301 N. Market Street, Dallas; and 2730 16th Street, San Francisco.

FLORENCE

GET SET TO SELL SETS



**Big Promotion on Famous Revere Ware
Copper Clad Stainless Steel
starts now — continues to Christmas**

11 PURPOSE SET Illustrated at left

For the family of 2 to 4 people.

Pieces selected by the greatest number of women as being essential to good cooking. Price . . . **\$19.95**

ALL PURPOSE SET Not illustrated

For the family of 5 to 10 people.

Same as 11 PURPOSE SET, but also has 6-qt. Sauce Pot and 8" Skillet. Price **\$28.49**

(Prices slightly higher in West)



Judge this promotion by the sales records stores have already made. Here are a few examples:

Washington . . . \$800 sales in 1 week

California \$400 sales in 3 days

Ohio \$800 sales in 1 week

Indiana \$800 sales in 1 week

Chicago \$1100 sales in 1 week

These records were made without national advertising support.

NOW—REVERE COPPER CLAD STAINLESS STEEL SETS ARE BACKED BY A NATIONAL ADVERTISING CAMPAIGN.

Get the cream of the consumer trade—the American families who read such magazines as *Good Housekeeping*, *Woman's Home Companion*,

Life, *Parents'* and *This Week*. For the rest of the year, color advertisements on Revere Copper Clad Stainless Steel Sets will be working for you.

Tie up with this big national campaign now, with local advertising, displays, mailings.

COME ON IN—THE PROFIT'S FINE!

Everybody is a prospect for Revere Copper Clad Stainless Steel Sets. When sets are sold on the budget plan, they practically pay for themselves in savings on fuel and utensil replacement.

FULL MERCHANDISING is a vital part of this promotion. Call your jobber now. Or write and ask the Revere Man to call on you. Be the first in your area to cash in on the tested Revere Ware Copper Clad Stainless Steel Set promotion.

Revere COPPER-CLAD
STAINLESS STEEL **Ware**

REVERE COPPER AND BRASS INCORPORATED • Executive Offices: 230 Park Avenue, New York
ROME MANUFACTURING COMPANY DIVISION • Rome, New York

Vol. 146

No. 3

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R. J. BIRCH, 155 Sansome St.

LOS ANGELES, CAL.:
R. J. BIRCH, 541 Consolidated Bldg., 607 So. Hill St.

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New York, N. Y., U.S.A.

Established 1855, succeeding and embodying "Hardware" of New York; "Stoves and Hardware Reporter," St. Louis; "The Western Hardware Journal," Omaha; "Iron Age Hardware," New York City; "The Hardware Reporter," St. Louis; "Hardware Salesman," Chicago; "Hardware Dealers Magazine," New York, and "Good Hardware," New York

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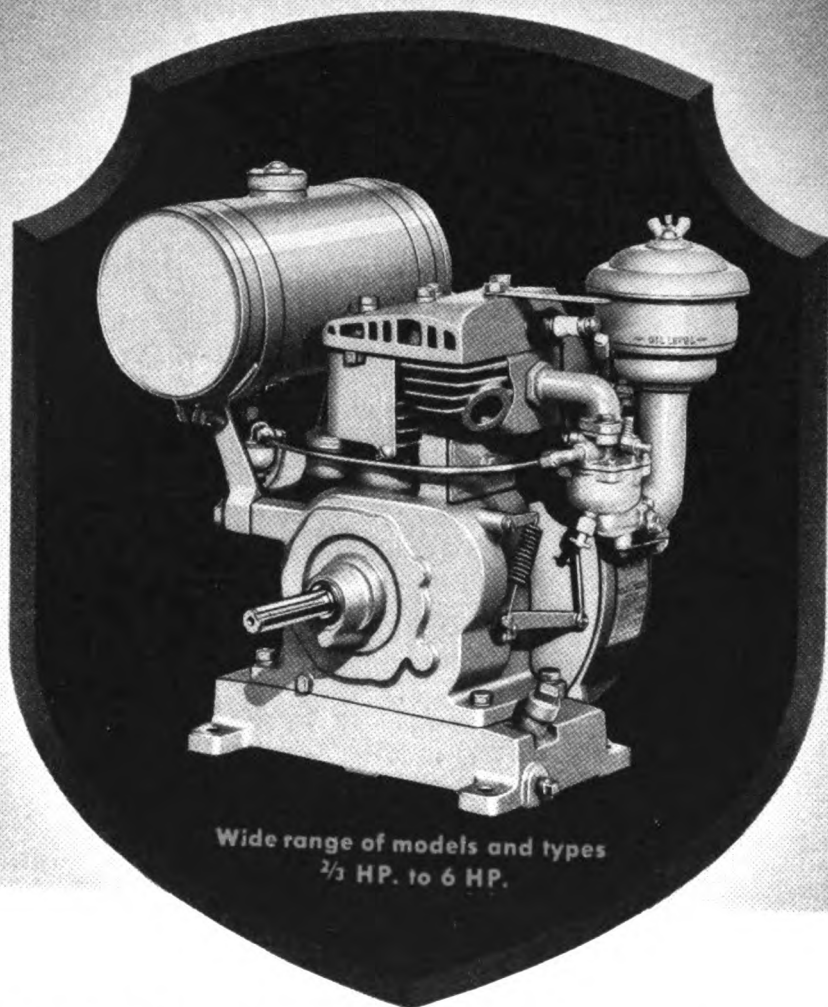
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Editorial and
Executive Offices
100 East 42nd St.,
New York, N. Y., U.S.A.

C. S. BAUR

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again MORE HORSEPOWER PER DOLLAR



Wide range of models and types
2/3 HP. to 6 HP.

Greater Operating Range • More Flexible Power • Better Performance

Power that fully satisfies every performance demand — thrifty with gasoline under all conditions—Briggs & Stratton Air-Cooled Gasoline Motors deliver more horsepower per dollar—more motor value — in each power range.

Machines and equipment powered by Briggs & Stratton do a better job —

at lower cost — look to Briggs & Stratton 4-cycle Air-Cooled Gasoline Motors for every application requiring 2/3 HP. to 6 HP.

BRIGGS & STRATTON CORP.
MILWAUKEE, WISCONSIN, U. S. A.

STANDARD EQUIPMENT ON

- Lawn Mowers • Tractors, Cultivators • Washing Machines, Milk Coolers • Sprayers, Dusters, Sorters, Conveyors • Grinders, Mixers, Pulverizers, Graders • Pumps, Water Systems, Compressors • Milking Machines, Separators, Chargers • Contractor and Railroad Equipment • Family Boats, Tenders, Scooters and hundreds of other applications.



IT'S POWERED RIGHT WHEN IT'S POWERED BY BRIGGS & STRATTON

INFORMAL
EDITORIAL COMMENTS

Just Ourselves

BY CHARLES J. HEALE
EDITOR, HARDWARE AGE

Higher Prices?—

A leading manufacturer writes us an interesting letter regarding current buying practices of hardware wholesalers and the possible threat of higher prices and shortages. From this letter we quote:

"Business is good in some lines but 'not so hot' in others. The tendency, especially in the hardware field, seems to be to hold off, and I am rather afraid if we get into it (World War) ourselves, which we are just about now, things would be more or less the same as during the last war—nobody would be able to get orders because they will all want to get under the wires and everyone will be loaded up again. I think it a wise policy for hardware dealers and jobbers to build up their stocks now so they will not be caught short. I have noted that some jobbers

are writing their salesmen along these lines. I do believe that people should buy heavily and in advance for over a period of, say six months, for if these orders are gotten in now, then we can continue along at a steady manufacturing program that will get these goods into the hands of the dealers and jobbers in due time so that when the rush does come things will not all pile upon themselves. Furthermore, if these orders to cover six months' requirements are gotten in now, then the manufacturers will have a chance to cover on these materials at present prices and, thus, will not be forced to raise prices—at least, not this year."

Shortages:—

There is considerable food for thought in the comments which

this manufacturer offers. He is not urging speculative buying, nor long time specifications—he is urging jobbers to be prepared to complete dealer orders with a minimum of "back orders" and to be stocked for perhaps six months' time on essentials that have a steady demand. Although I have not heard reports of serious merchandise shortages in any major lines in recent weeks, I do hear *too many* complaints from dealers that *too many* jobbers are having *too many* "back orders" on strictly staple goods. There is no excuse for a constant stream of "back orders" on staple goods. Occasionally an abrupt change in weather conditions may cause a buying spurt on strictly seasonal items to the extent that even substantial wholesale stocks are depleted—but the same condition should not prevail on staple items with any regularity in a well-

AUGUST 8, 1940

managed wholesale house. A dealer has every right to expect his wholesaler to maintain adequate stocks on such merchandise and, when he fails to obtain such support from his source of supply, the wholesaler involved is not living up to his functional obligations. By the same token, consumers have every right to complain when dealers do not carry a working stock of staple items. Wholesale salesmen report that many dealers are allowing their inventories to get too low on such goods. Both wholesalers and retailers must realize the fact that you can't sell goods you don't have in stock and that, if continued, this weakness invites customers to trade elsewhere.

Fair Trade Survey:—

The Druggists Research Bureau has surveyed the retail price trend of goods operating under fair trade laws in 42 of the 44 states providing such legal means of resale price maintenance. A total of 11,803 responses came from 10,313 independently owned stores and from 1940 chain drug stores. Among independents the decline in retail selling prices averaged from 0.4 to 3.5 per cent, among chains the reported increase averaged 4.9 per cent higher. Striking off an average on the entire findings it is indicated that consumers averaged 1.02 per cent lower prices on fair-trade priced drug articles—stamping, once and for all time, as a malicious lie any argument that fair trade legalized resale price maintenance is a device to gouge higher prices out of the public. Other pertinent and impressive facts are that: this survey data comes from stores that serve 71 per cent of the population and brought returns from 23.4 per cent of all drug stores in those 42 states (50,443 stores). Most survey experts are highly pleased with 10 per cent samples or returns. The drug trade intends to give wide publicity to these findings that the public may truly know the facts

about fair trade. This most worthy activity will have the wholehearted blessings of the hardware fraternity and should help offset many inaccurate statements that have been made by opponents of fair trade legislation.

Very Timely:—

This drug trade data on fair trade comes at a most appropriate time. Currently fair trade legislation is under fire and under scrutiny by Federal Trade Commission investigators. Official Washington sympathy for fair trade laws and for the Federal Miller-Tydings enabling law is not too keen. Unless all kinds of independent retail groups are most vigilant the fair trade progress to date may be subjected to major setbacks.

Patman Law:—

The proposed HR-1, or Patman Chain Store Tax Bill, received unanimous support of the recent N.R.H.A. Congress held in New York City. It was the sense of the resolution covering this action that association officers should extend every effort to have this bill be-

come a law at the earliest possible date. Informally, and not in the sessions, several of the bill's most enthusiastic supporters were urging that hardware dealers force this issue into the November Congressional election campaigns—in other words, ask each candidate where he stands on HR-1 and presumably support only those who promise to vote favorably on the measure. As matters stand now, on this bill, its chances of passing are considered remote. Pressure on those seeking election may help change this situation. It is clear, at any rate, that if hardware dealers want this bill to become a law they will have to speed up their fight in its behalf as the measure's opponents are strong, well financed and well organized.

"Who Makes It?":—

By this time all regular readers of *HARDWARE AGE* have received their 1940-1941 copy of the "Who Makes It?" Catalog and Directory Issue dated July 25, 1940. Once again this is bigger and better and for that reason there was some delay in getting this issue into the mails. We regret the delay, but trust our readers will agree that two or three days' lateness are justified by the usefulness of this handy buyer's guide. Naturally, we are most anxious to know that the "Who Makes It?" issue arrived in good condition and are even more anxious to have the reaction of those who will use this book in their daily work. Write and tell us how you use this book, how often, the features you particularly appreciate and, if you will, give us your suggestions for improving subsequent editions. How do you like the Cellophane cover? Also please note the new format—the condensed catalog advertisements of manufacturers are largely placed alternately with directory pages—do you like this arrangement better than the practice of former years when all listings were entirely separated from all ads? Write and tell us please.

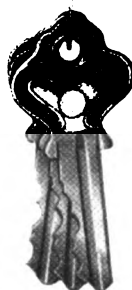
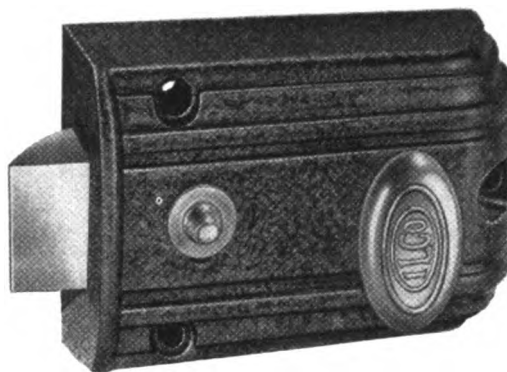


New

ILCO AUTOMATIC



NIGHT LATCH



ILCO Automatic Night Latch No. 257

Functions: From outside by key, from inside by knob. When door is closed, bolt is automatically projected an extra $\frac{1}{8}$ " and is deadlocked so that it cannot be forced back by end pressure. Slide deadlocks bolt against outside key, or holds bolt retracted.



More Protection means more Sales for You



ILCO HELPS YOU MAKE THE SALE!

This attention-getting counter display card, in bright colors, is absolutely free! Free, too, with your order are display mounts that invite your customers to try the locks for themselves!

It takes about two seconds to show this new Night Latch to your customers—and the odds are all on your making a sale then and there!

This brand new ILCO number packs a powerful lot of protection! Closing the door projects the bolt an extra $\frac{1}{8}$ " and *deadlocks* it so that it can't be jimmied from the outside! It's fully *automatic*—no manual setting, nothing to forget. It's beautifully made in a modern design in black crinkle finish, to fit any sort of decorative trim.

You'll sell a lot of these Night Latches this fall—better get stocked up right now!



Ask about the complete Ilco line of Night Latches!

INDEPENDENT LOCK CO. Fitchburg Massachusetts

BRANCHES IN ALL PRINCIPAL CITIES

AUGUST 8, 1940

MODERNIZING

Display tables, cutlery, window glass and bolts—Types of fixtures, location and arrangement of merchandise

Part VII

DISPLAY tables in the modern store are arranged in batteries back to back. Tables used in this manner must be designed so that display and stock space below can be reached from the front. Two 5-ft. and two 7-ft. rectangular tables make up the average battery. Where aisles in the store are narrower than usual, 5-ft. round end tables serve to promote circulation and give the impression of wider cross aisles.

It is an easy matter to change over old type tables by simply removing the dividing panel below the top which runs the length of the table. This panel can often be used at the back. Adjustable shelves should be installed for the stock or display below.

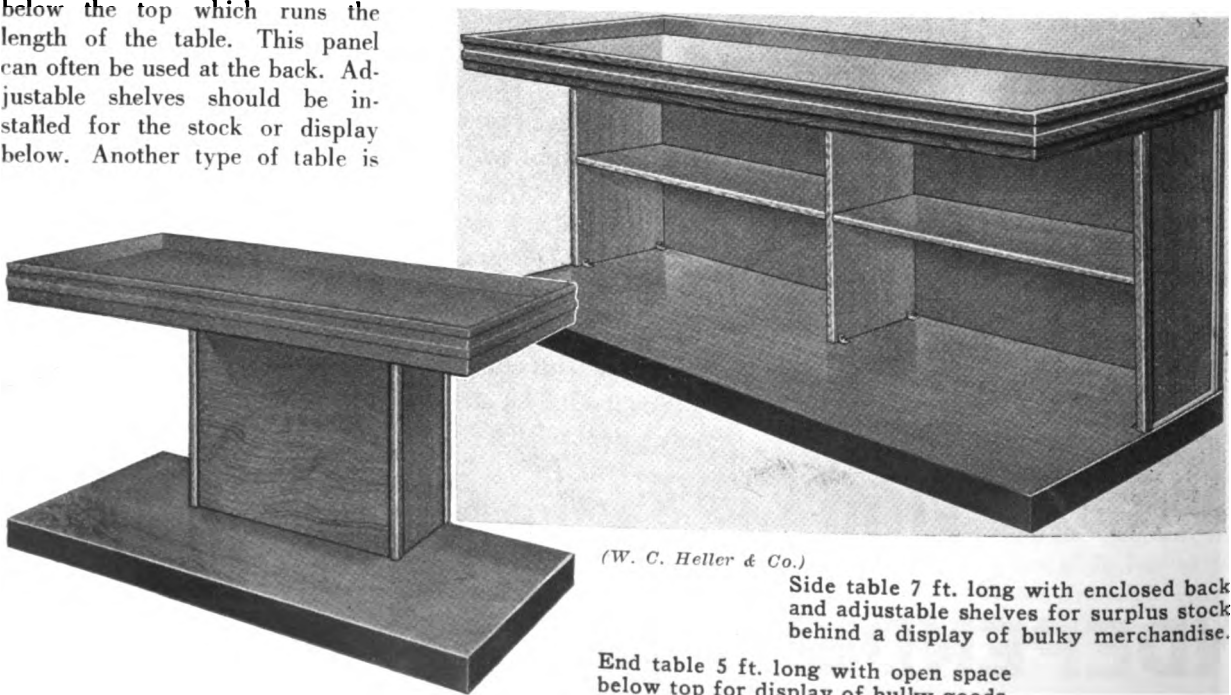
Another type of table is completely enclosed below with sliding doors which conceal the stock underneath.

Some of the steel tables have the under part divided into display and stock spaces. This arrangement is not subject to changes or adjustments. Steel utility tables are also very useful in many stores. They can be used in seasonal display spots, placed in the aisles on special occasions and fitted into numerous unusual spots throughout the store.

Merchandise displays on tables will vary considerably. Some tables will be used for seasonal

merchandise during the entire year and displays on them will be changed often. A few lines of merchandise deserve center floor table space the year round. Such displays will be changed occasionally and the location of the tables may be shifted from one part of the store to another, but the same merchandise will be shown on the tables the year 'round. Electrical supplies and lamps are examples of this type of merchandise.

Utility tables having no established location may be used to show a mass display during a special promotion or on an excep-



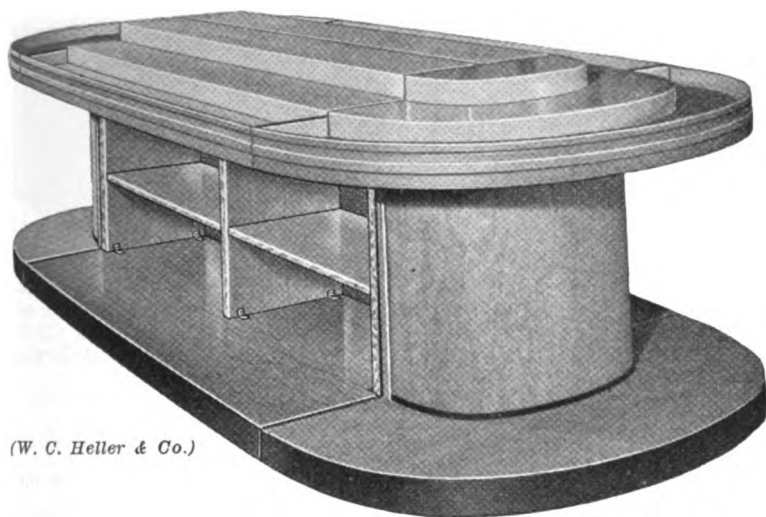
(W. C. Heller & Co.)

Side table 7 ft. long with enclosed back and adjustable shelves for surplus stock behind a display of bulky merchandise.

End table 5 ft. long with open space below top for display of bulky goods.

the **HARDWARE** *STORE*

By **GEORGE G. HOY**
Associate Editor
of *Hardware Age*



(W. C. Heller & Co.)

Battery of display tables arranged back to back with round end tables. The side tables have shelving below. Step-up display units are used upon table tops.

tionally timely day. Displays of a number of related items can also be worked out on the utility table. These feature displays might be located at any place in the store.

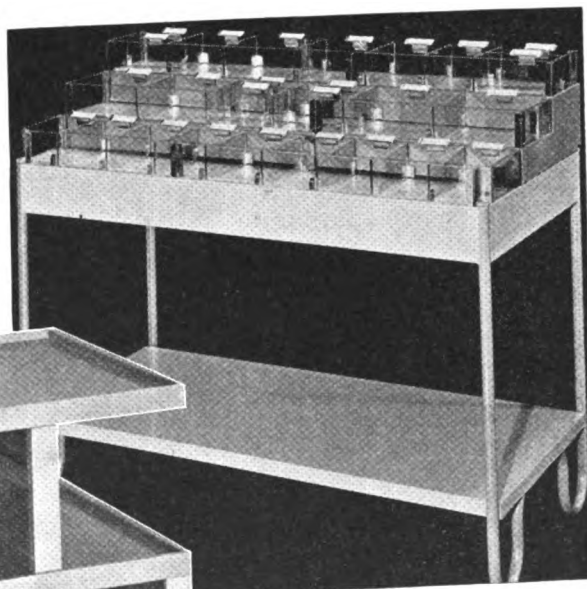
To use display surfaces on tables economically, equipment such as glass dividers, step-up display units, mass display bins, show card and price card holders and other miscellaneous items are essential. Display boxes or small pedestals also save time and im-

prove merchandise displays of certain bulky merchandise.

Both floor cases and sidewall fixtures are used to show cutlery

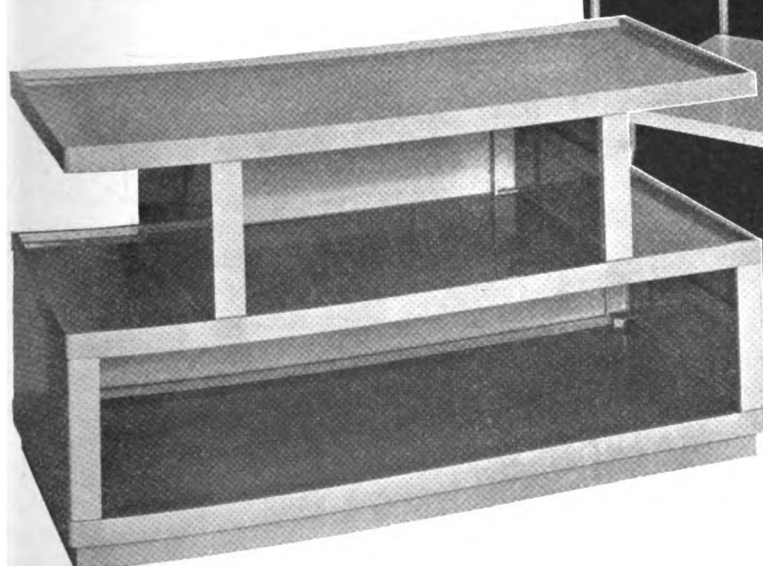
and related lines in the modern hardware store. Hardware dealers have a wide variety of display units to choose from for fixture manufacturers, cutlery manufacturers and hardware wholesalers

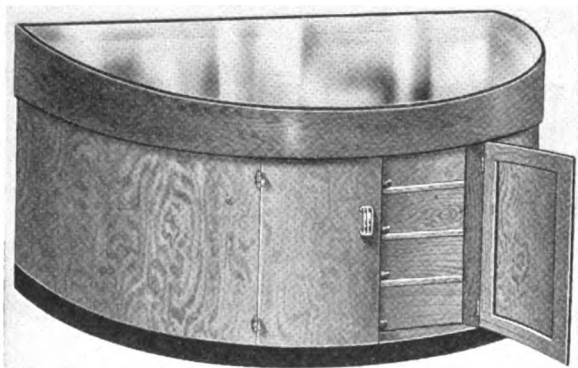
Right — Steel utility table for spot displays. The bin arrangement may be removed or adjusted for mass displays.



(Universal Equipment Co.)

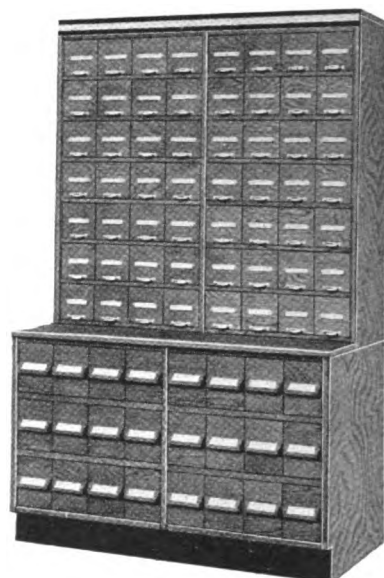
Steel display table with two display levels. It is also provided with ample space below where surplus stock may be kept.





(W. C. Heller & Co.)

Left—Round-end sloping top cutlery case. The merchandise is shown on panels under glass top. Stock drawers are seen below.



(W. C. Heller & Co.)

A 4-ft. unit for bolts. Drawers with partitions increase number of sizes which can be stocked. Unit with open bins will hold larger amounts of stock.

have all developed displays of special design. The trend in displaying this merchandise is toward the use of sample panels. Stock is located in compartments beneath the panels or in drawers in another part of the fixture.

Glass stocks, consisting of popular selling sizes, are now shown on the main floor of the modern hardware store. These fixtures not only provide for 25 or more sizes of glass but also show glazing accessories such as putty, points and other items. A vertical glass cutter is mounted on the narrow ledge and a bin for scrap glass is immediately below the breaking edge.

Customers receive better service and employees save time by having this small glass stock and dis-

play on the floor. This fixture is placed at the rear of the store.

Bolt stocks are arranged in modern fixtures designed either with drawers or open bins. The open bin type of fixture is best

and customers as well. The front of boxes should show the size of all bolts in the box. Drawers containing small size bolts should be located at the top of the fixture. Place different lengths of the same diameter bolt in drawers in a single row running from top to bottom of the fixture. If space is limited, provide only for the popular sizes of bolts in the fixture.

A complete price list for bolts is an important factor in handling customers with dispatch. Bolts should be priced by each, dozen and in full packages. List prices should also be shown on the price list. Insert prices with pencil so changes can be made when necessary.

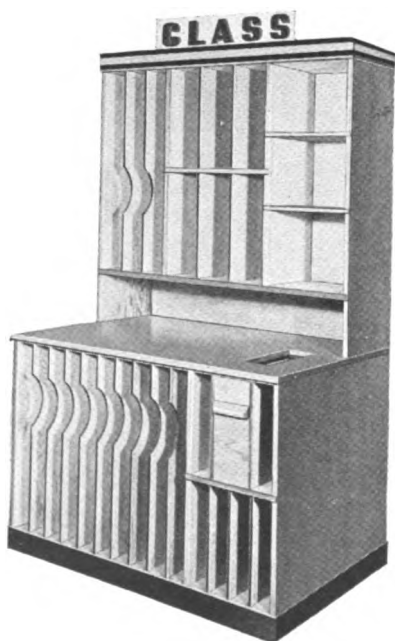
Chick Day

Merchants of Rochester, Minn., stage an annual Chick Day each spring whereby merchants give one baby chick to every farmer for each \$1 of purchases in any store. This attracts a great deal of attention and some farmers have gone home with as high as 100 chicks on Chick Day, showing that this promotion has pulling power. A hardware man, O. Hanson, of Hanson Hardware, is chairman of the Chamber of Commerce putting on this affair.



(Universal Equipment Co.)

Glass stock fixture with vertical glass cutter, drawers for scrap glass and glazing tools.



(W. C. Heller & Co.)

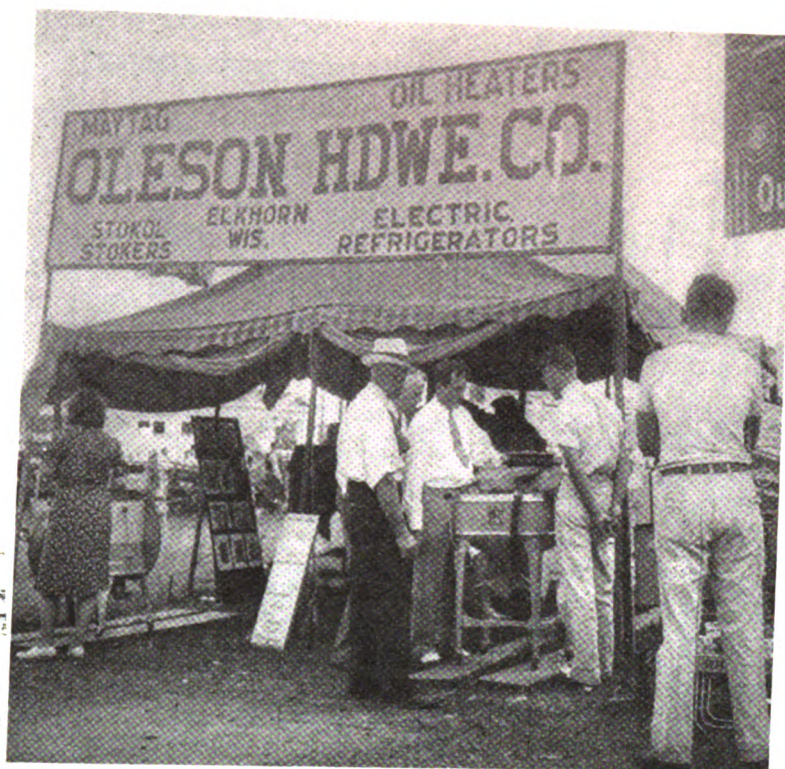
Fixture for popular sizes of glass, 4-ft. unit with drawer for containing scrap glass.

sued to take care of large quantities of bolts. The drawer type fixture will permit the stocking of fair quantities of a larger number of sizes if partitions are used in the drawers. This is an ideal fixture to use when it is necessary to arrange stocks in the smallest space possible. Bolts should be shown at the rear of the store.

Accurate identification of bolt sizes saves time for employees

County Fairs a Stimulant to Major Appliance Sales

Oleson Hardware Co., Elkhorn, Wis., uses a three-point program to build business at a three-day event



Merchandise must be demonstrated in order to draw the greatest number of prospects.



SALES of from four to eight washers, five to ten heaters, and one or two ironers as well as other items are not uncommon during the three-day Walworth

County Fair at which Oleson Hardware Co. has exhibited for more than 20 years. This firm is located in Elkhorn, Wis., a town of approximately 2500 population in the southern part of the state. "In addition to this direct business," says A. C. Oleson, proprietor, "we secure a splendid group of live prospects for various appliances and on washers alone we are able to sell more than 50 per cent of these people after the fair.

"Results like these prove that exhibits at worth while county fairs pay. There are many intangible benefits that also occur. We meet many of our customers at these exhibits and renew contacts which eventually develop into new business. Exhibit costs,

including space and tent rental, are no more than the cost of a newspaper advertisement. Our exhibit rentals amount to from \$25.00 to \$35.00 for the period. Manufacturers' representatives assist us in the booth and demonstrate their products on display.

"In order to sell merchandise at fairs you must demonstrate the goods," continues Mr. Oleson. "We follow a three-step program to get results. First, we arrange attractive displays of the various appliances. Next, we plan to demonstrate every item on display, for this secures attention of the visitors to the booth. Last, we do an aggressive selling job, one that is complete and thorough. We want to give the customers all

(Continued on page 89)

AUGUST 8, 1940

Bring Autumn Atmosphere to Your Store!



Hunting and Trapping Window

Merchandise: Shotguns of several types, rifles, air rifles, "BB" shot, shotgun shells, cartridges, gun carrying cases, decoys, hunting knives, game traps, pelt stretchers, hand axes, cleaning rods, gun oil, gun grease, gun solvents.

Background: Circle on center panel in bright red, cutout letters in dark brown on white background. Other panels light buff trimmed with dark brown.

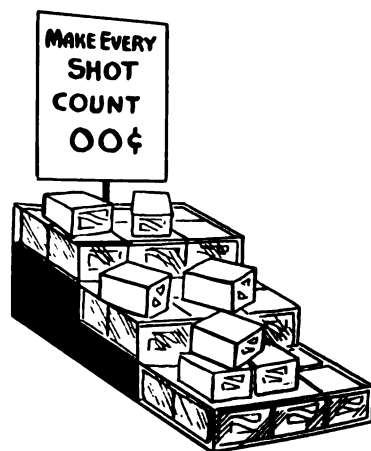
Suggested Interior Displays: For tables—shotgun shells, game traps, gun oils and cleaning accessories.

AUTUMN is another busy season in the retail hardware store. Many lines of seasonal merchandise must be displayed in the store and in the windows. New color combinations should be worked out for windows as well as for those feature platform and sidewall sections used for seasonal merchandise. In other words, the store should beam with new things to stimulate customers' interest and purchases at this time of year.

This is a good time to revise

table displays and to arrange new ones. Changing the location of certain displays is recommended, for this will make customers look around the store in search for the merchandise, thus leading them to see other goods on display. Often, the entire table with the merchandise on it can be moved to the new location, thereby saving time. All tables, if equipped with gliders, can be moved with ease.

Color schemes of backgrounds in those sidewall fixtures used for



Shotgun shells are good items to show in mass display bins on the end of tables.

HARDWARE AGE

Original

Window Display

IDEAS

seasonal displays should be changed to the buff, tan, and warmer colors. Bright red trim color adds a touch of life to the more somber materials. Backgrounds must complement the merchandise, however, in all cases. Backgrounds of seasonal platform displays should also be changed to carry out the autumn atmosphere idea.

Many special events and holidays occur in September some of which offer the hardware merchant excellent merchandising opportunities. A list of the better known events are listed in this section. Dealers should check those of interest and make plans



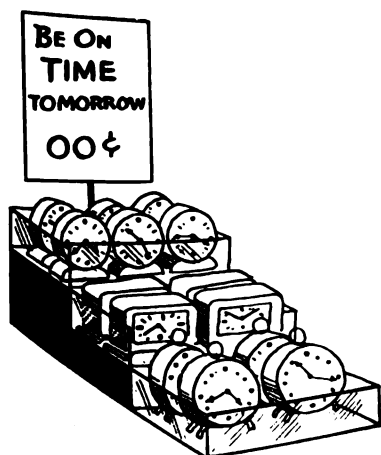
Back to School Window

Merchandise: Alarm clocks, watches, wrist watches, pocket knives, pencil sharpeners, paste and glue in tubes and bottles, radios, student lamps, stand lamps, lunch boxes, lunch kits, vacuum bottles, footballs, basket balls.

Background: Circle on center panel in dark brown with red cut-out letters. Panel of light buff corrugated board or wallboard.

Suggested Interior Displays: For tables—mass displays of alarm clocks, lunch kits, or study lamps.

now for participating in the celebration. By tying in with these special industry or brand promotions, the hardware dealers' store is identified as headquarters for this material in the community. This is excellent publicity and, if this practice is followed consistently, more and more



Install attractive mass displays of popular priced alarm clocks.

Special Events for September

Sept. 2—Labor Day
Sept. 9-14 — Retail Demonstration Week
National Display Week
Sept. 15-21—National Advertised Brands Week
Sept. 16-21 — Constitution Week
Sept. 17—Constitution Day (Constitution Adopted 1787)
Sept. 22-28 — National Dog Week

people will think first of the hardware store for items they need.

Several seasonal window displays are suggested in this section for early showing in September. The attention value of these displays can be increased by incorporating some action or real life items. Live pets such as small puppies, birds, or goldfish could be shown in the pet supply window. These live animals will stop the window shoppers. Arrangements for the loan of such pets can usually be made through local kennels or from people who raise dogs as a hobby. Usually these individuals are glad to do this for the publicity they receive.

A number of stuffed animals could be included in the hunting goods display. Most local taxidermists are able to supply this material or are in position to give the names of local people who have specimens. These individuals usually are quite willing to loan their mounted prizes if the dealer mentions that small credit cards are to be shown with each item. Any stunt that ties in local people with windows or the store will stimulate interest in the merchandise.

Photographs of local sportsmen who are outstanding or any other individual who has received general recognition as a leader in some special field will increase the attention value of the store's window displays. High school athletic teams and local professional teams have considerable news value and the window showing photographs of such groups will be of interest to local people. One of the young members of the store's staff might be encouraged



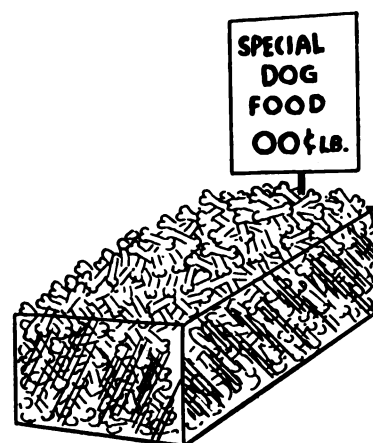
Pet Supplies Window

Merchandise: Bird cages several styles, bird seed, song restorer, pet remedies, dog collars, dog harness, dog foods in bulk, packages and cans, dog blankets, bones, balls and other animal toys, fish food, aquariums, goldfish.

Background: Panels in bright yellow, circle panel of dark blue with bright yellow cutout letters. All background of corrugated board.

Suggested Interior Displays: For platforms—bird cages in floor stands. For tables—dog food in bulk and in packages.

in amateur photography or some local camera enthusiast could be found who would be grateful for the opportunity to display some of his work. Some individual in the store must outline the type of material desired and work with the photographer.



Merchandise requirements can be reduced in this mass display by using a filler in the center.



N.R.H.A. Congress

Meets in New York City

The 41st Annual Congress of the National Retail Hardware Association, held at the Hotel New Yorker, New York City, July 15-18, 1940, unanimously approved H.R.1 and recommended its passage by Congress with amendments; approved anti-trade diversion legislation; approved Fair Trade laws and the Miller-Tydings Enabling law.



WITH more than 700 hardware dealers and their ladies and hardware wholesalers and manufacturers representing almost every section of the country in attendance, the National Retail Hardware Association's 41st Annual Congress at the Hotel New York-

er, New York City, July 15-18, set a new mark for registrations. The Metropolitan Hardware Association and the New York State Retail Hardware Association, cooperating with the entertainment committee put the best New York City had to offer at the disposal of the visiting hardware men.

The speakers were hardware men and others closely allied with retail interests. Discussions centered largely around the independent retail hardware dealers' current competitive problems, chain

stores, and the effect of outside events on the retail picture as a whole. Constructive analyses were made of the retailers' problems with many suggestions being advanced as to how dealers could improve their merchandising methods in order to offset their chain competition. Legislation to this effect, both present and future, received the spotlight of attention at the sessions.

With the close of the formal discussions and just prior to the election of officers, a vote was recorded as to the dele-

gates' attitude toward the Patman Chain Store Tax, H.R. 1. The voting, affiliated associations present, were unanimously in favor of a resolution urging upon Congress the passage of this bill with amendments. Three State associations did not vote.

Resolutions

Other resolutions expressed the association's approval of obtaining anti-trade diversion legislation in the various States similar to Chapter 348:54 of the Wisconsin Statutes; approval of State laws which make the issuance of Fair Trade Contracts permissible, and of the Miller-Tydings Enabling Act. Not least in importance was a resolution expressing the Congress' recognition of the interdependence of the hardware wholesaler and retailer and suggested various means by which both could cooperate to strengthen their respective fields. In that resolution the following recommendations were made to the wholesalers:

"Closer study of consumer demand and of competitive prices retailers must meet and adjustment of buying policies to meet the needs shown by such study.

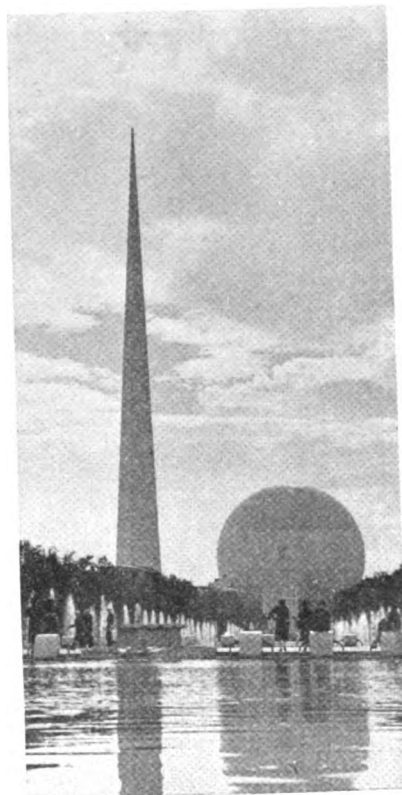
"The simplification of lines carried in accordance with a sound program of price lining.

"The development of plans by which retailers can buy by mail with assurance that they will be competitive both from the standpoint of selection of merchandise and price, and the training of traveling representatives to use the time thus conserved in assisting their customers with merchandising rather than buying problems.

"Assistance of merchandising-minded retailers through the preparation of practical promotional materials, supported by specially priced merchandise which is suitable for traffic building.

"Abatement of the practice of competing with retailers by supplying to industrial and similar customers, merchandise which is for the personal use of the employees of such customers.

"Elimination of duplication of selling effort and expense incurred by having one salesman solicit the business of hardware re-



Trylon and Perisphere, theme motif of the N. Y. World's Fair where hardware men enjoyed National Retail Hardware Day on July 16, during NRHA Congress.

tailers in a town and another salesman soliciting the business of other classes of trade in the same locality."

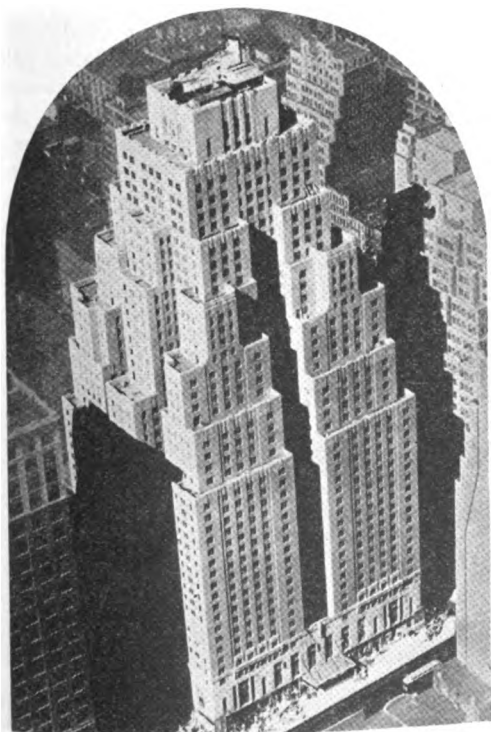
Then in the resolution the Congress recommended the following efforts on the part of hardware dealers:

"Aggressive action in maintaining store equipment, displays and merchandising methods in conformity with modern practices.

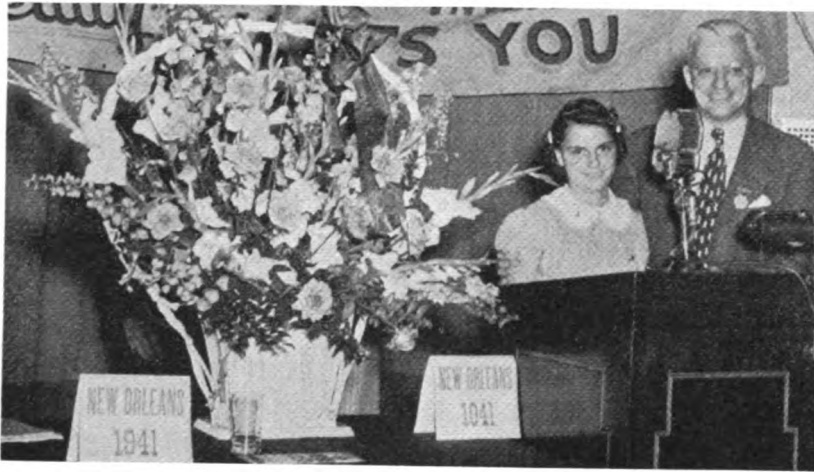
"The concentration of purchases with the fewest sources of supply possible and avoidance of the practice of buying in quantities which increase distribution costs.

"Efforts to give traveling salesmen courteous, prompt attention with the view of eliminating all the waste of their time that is possible.

"Abolition of a system of uniform mark-ups; close at-



Hotel New Yorker, New York City, the headquarters hotel for the NRHA Congress.



Miss Patsy Green and her Dad, newly elected NRHA President Geo. W. Green of Long Beach, Calif., surrounded by flowers sent by members of the Green Family back home.

tention to the price offering of competitors, and a willingness to accept less than a so-called normal mark-up in order to meet competition or to make traffic-building items serve their intended purpose.

"Cooperation with, and the encouragement of, constructive efforts of wholesalers to lower distribution costs through the simplification of lines, price lining and other means; as well as effective use of promotional materials and other merchandising aids supplied by such wholesalers."

New Officers

George W. Green, Long Beach, Calif., was elected president at the close of the Congress and Thomas K. Ruff, Columbia, S. C., is the new vice-president. A complete

list of officers of the association is published elsewhere in this issue.

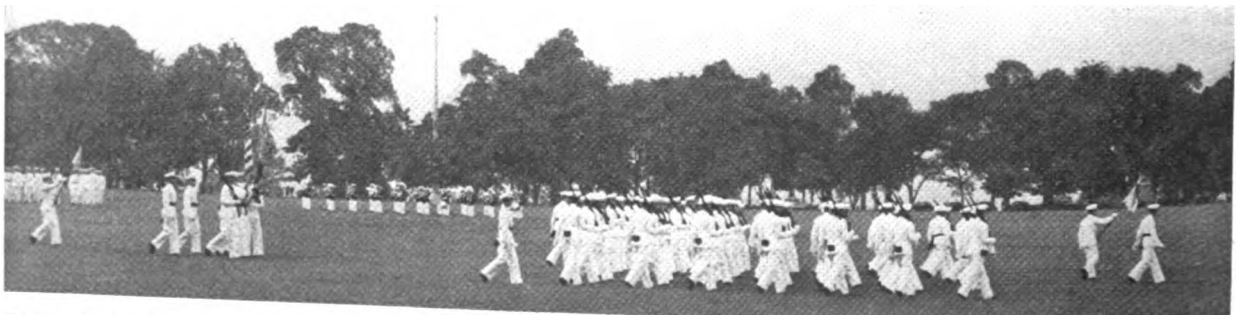
The problem of an entertainment program that would enable delegates and their ladies to enjoy the attractions of New York as a group or as individual parties was ably handled by the entertainment committee under the direction of Sydney H. Atkinson, Brooklyn, N. Y. The first of the many features was the reception for ladies, honoring Mrs. H. P. Aikman, on Monday afternoon in the Hotel New Yorker. This was followed in the evening by the colorful roll call by Rivers Peterson, with each delegation responding in an unique manner. The complete informality of the roll call set an example of good cheer that held throughout the Congress. The Louisiana delegation, represented by New Orleans ladies

and gentlemen as belles and beaux in Scarlett O'Hara and Rhett Butler costumes, were a hit of the evening. New England, too, received a just share of acclamation, when the delegates marched in led by three members dressed to represent the Spirit of '76. Following this gala introduction of the various delegates, the evening was given over to informal dancing.

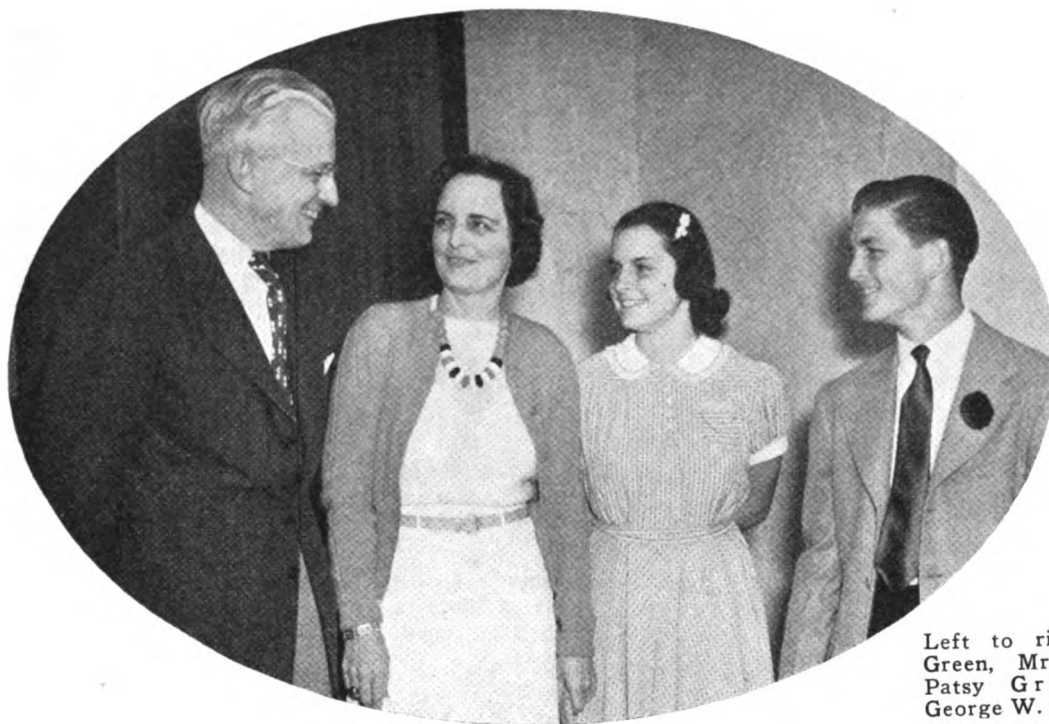
World's Fair

On Tuesday morning the ladies were conducted on a behind-the-scenes tour of Macy's department store and that afternoon all went to the World's Fair which had designated the day as National Retail Hardware Day. Wednesday afternoon, the Congress set sail aboard the S.S. Peter Stuyvesant for West Point where it witnessed the stirring military review. The last of the entertainment features came Thursday night with a banquet, floor show and dance in the grand ballroom of the Hotel New Yorker.

On the pages immediately following are the major addresses of the New York City Congress, practically in full, with the exception of the talk by Gov. Theodore Christianson which will appear in the next issue of HARDWARE AGE, dated August 22, 1940.



Part of the West Point review as seen by the hardware convention group on their Wednesday afternoon outing.



Left to right: Mr. Green, Mrs. Green, Patsy Green and George W. Green, Jr.

George W. Green Elected President of N.R.H.A.

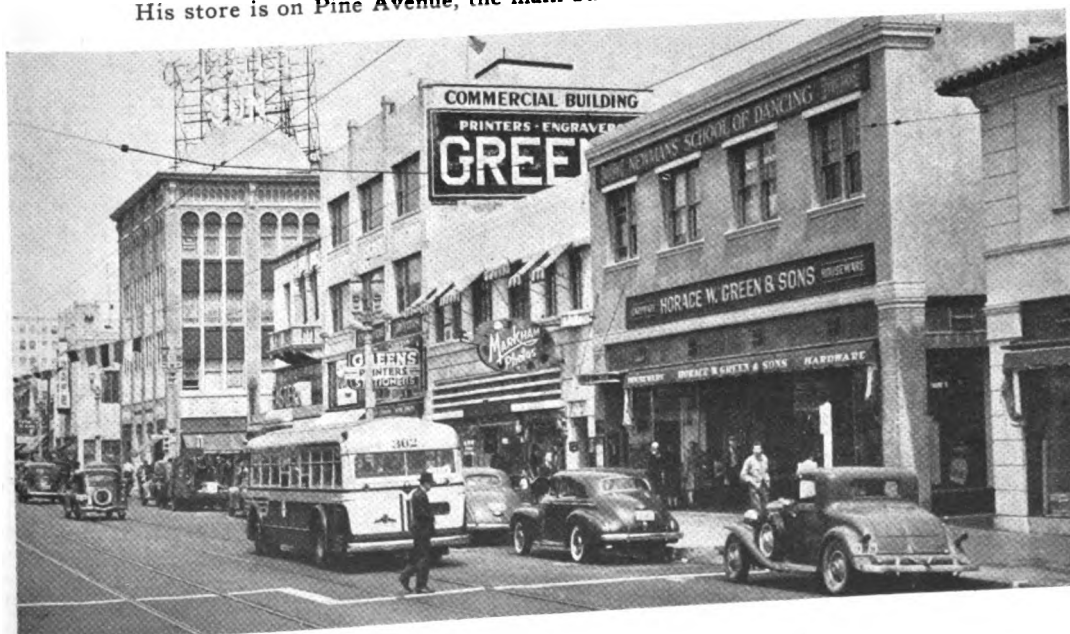
GEORGE W. GREEN on July 18, 1940, was elevated to the presidency of the National Retail Hardware

Association at its 41st annual congress held in New York City, July 15-18, 1940.

Though still young in years,

George Green has already made his mark in hardware circles and this most recent of the honors accorded him is the re-

His store is on Pine Avenue, the main business street. ▼



ward of intelligent, planned progress, two attributes which aptly sum up his philosophy of life. These have made him not only a successful hardware merchant, but have brought him into prominence and fostered a rapid rise in association activities. He is a past-president of the Southern California Retail Hardware Association. In 1932 at the Des Moines Congress, he was elected a director of the National Association and has served in that office until the present official recognition, the presidency of the N.R.H.A.

While not a native son of California, Long Beach has long been his scene of action. There he has built one of the most important retail hardware establishments in the West and won a national reputation among hardware men for his tremendous capacity for work and enthusiasm.

Mr. Green was born in Victoria, British Columbia, Canada, on May 2, 1894. Two years later the Green family came to the United States and settled in Long Beach, where he was educated in the public schools and then later at Stanford University as a law student.

That Mr. Green, today, is a hardwareman and not a lawyer is a stroke of luck for the retail hardware industry, and due to the guidance of his father, Horace W. Green, a lumberman and general contractor whose instinct for the right kind of a

business led him to purchase a bankrupt hardware stock in his home town, Long Beach.

It wasn't much of a store, even judging by 1919 standards, that Horace Green purchased. Typically old fashioned and even then an anachronism with merchandise cluttering the store from end to end, with garbage cans columned to the ceiling and bird cages festooning the rafters in that 67 by 150-ft. room. Yet this store was to become the realization of his ideal—a hardware business for himself and his sons.

Its Early Days

In its early years, the firm was manned by Horace Green and his two sons with occasional help from Mother Green during the rush periods. But progressive efforts from the very first caused this young business to grow steadily more important to its community and in 1922 larger quarters were taken just a few blocks away. Although the location was outside the active retail section of Long Beach, the new store bravely faced its business future with a force of five salesmen in addition to the members of the family.

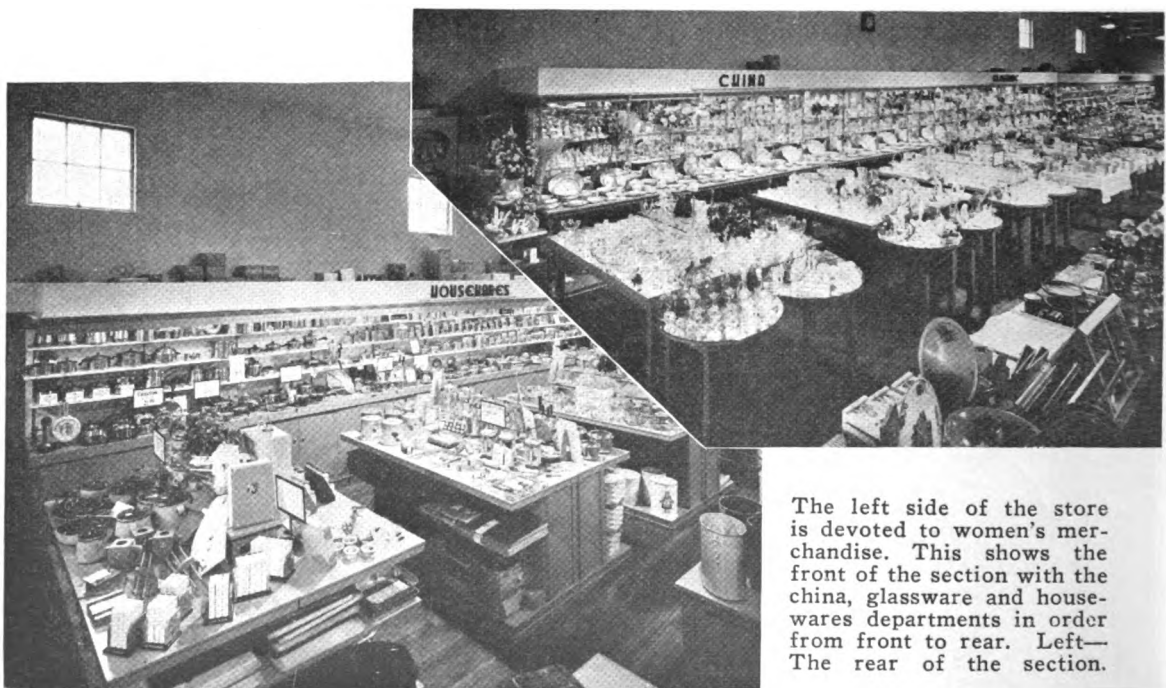
As proof of its progressiveness, this 1922-model store took the then radical step of installing a complete store of open top sales tables. This was the second store in all of Southern Cali-

fornia that dared to depart from the established model of store keeping and retail selling.

Progressiveness and forward management remained the most important factor in the growth of the firm and brought about a third move to still larger quarters—the present establishment which was acquired eight years ago. Since then the store has been remodeled so as to remain in tune with the changing times. A glance at the accompanying photographs will trace the metamorphosis of the firm of Horace W. Green & Sons into a model hardware and housewares establishment.

Under the present arrangement, George W. Green, N.R.H.A.'s new president, is the head of the business, his father having retired ten years ago. One brother, Arthur B. Green, now operates the firm's second store, opened in 1933, in Huntington Park and the other brother, Horace W. Green, Jr., is conducting a third store, opened in 1936, in North Hollywood under the name of Oldfield & Green.

If one were to chart the course of George Green's store, a close parallel to the ever-changing retail hardware picture would be revealed. In 1922, when the first store expansion was undertaken, Southern California was in the midst of a building boom, and Green's was a typical builders' hardware store. Then the balloon collapsed and the store was trying



The left side of the store is devoted to women's merchandise. This shows the front of the section with the china, glassware and housewares departments in order from front to rear. Left—The rear of the section.

Below: Merchandise for men is at the right side. This is the front of that section showing part of the tool department.



The rear of the men's side with a view of the sporting goods, paint and builders' hardware departments.

to sell builders' hardware on a 5 per cent margin. Housewares and major appliances were then added as features.

About three years ago when the F.H.A. came into existence, George Green went back into the builders' hardware business, but this time as a specialist. Concentration on the higher-priced residential jobs and the elimination of all Class A buildings is now the order of business.

Green's was also one of the very first hardware stores in the country to sense the upward swing of buying power in the retail hardware business and after considerable study and plan making, added china, glassware and housewares departments. Now open displays and colorful display are used as focal points to attract feminine eyes and brilliant illumination for both night and day is the rule.

New items are given their proper place in the store—out

in the open where they can be seen and sold while they are still new. Merchandising of all lines is up-to-the-minute and window and interior displays are calculated to sell stock, not just to show it. In other words, George Green utilizes to the fullest every opportunity to get business into his store.

The present merchandising arrangement consists of 16 departments, each of which must stand on its own as a business getter. These departments include china, glassware, housewares, gifts, general hardware, builders' hardware, sporting goods, tools, ranges, refrigerators, washers, heaters, vacuum cleaners, electrical goods, cutlery, paint, pest control and industrial.

Each line in the store is complete to serve a variety of the needs in the community. And each department head is a specialist in his line and operates his department under the direct supervision of Mr. Green. Four

men and their chief, man the appliance section and one outside man is used to merchandise the pest control department while two outside salesmen handle builders' hardware. The other stores have similar setups. The store's only discount business is in the industrial department which caters to the city and school board.

A close supervision of the business both in the merchandising and operating phases accounts for much of Mr. Green's success as a hardware merchant. He gages his sales, plots his future course by means of a daily trial balance which provides him with a complete story of the transactions of the previous day. Undoubtedly this close watch of each day's business was not a small share in providing him with a 4.26 turnover during 1939.

But remarkable as his merchandising record is, George Green is perhaps most proud of his family—Mrs. Green and their two children, Patsy and George, Jr. Patsy and George together with their friends among the neighborhood children know and love him as a pal who is always ready to take them on a jaunt, whether it be a picnic, a sailing party, or a school affair. Those in his home city, in civic and fraternal organizations, recognize his genuineness; his interest in making his city and state a better place in which to live and to do business.

Changes in Hardware Re

MANY new major items provide profit opportunity but require competent service facilities to properly develop and maintain volume sales. Rural electrification creates new market for electrical appliances. Successful hardware stores of the future will add many new lines that have consumer acceptance and operate as "hardware department stores", serving an ever-increasing variety of community requirements. Many new lines, when service is provided, are not as highly competitive for chains are generally not in a position to render such mechanical services.

HAVING served in the hardware business for over 30 years I have had the opportunity to go through the various changes which have come so fast during these past years. In talking to dealers I find there are not many who were in business before the last World War, and very few that were in business during the early twenties.

Going through periods like the World War, the depressions of 1922, the early thirties and the peak business periods of 1929, makes one wonder what type of changes will take place during the coming years. Many times during these years dealers have had to readjust their plans and be prepared to carry on in such a manner that their business would not suffer.

Years ago, it was a much simpler matter to run a retail hardware business than it is today. You will all recall the old-fashioned hardware store with a combination tinning and plumbing shop and the few items you had to sell, but now when I stop and consider the number of items making up the hardware business and realize that some of the national jobbers' catalogs will carry 80,000 items and with the coming of electricity, automobiles and all

electrical equipment, the hardware man has a real job if he is to run a profitable and substantial business.

So today, I feel that a hardware business is becoming a technical as well as a service business. One's business will be as good as the service he is able to render to his community. If a dealer cannot render the proper service to his community, I am afraid he is on the way out. If a dealer is only content to sell and stock ordinary items of hardware I am afraid that he will not be in the picture of hardware retailing long.

I have always said this about my own business that when the time comes that I am not able to do a real good job of retailing in my community, and act as a purchasing agent for my community, I would be glad to relinquish my position to some one else.

Meet Competition

The day of small stocks and thinking only of turnover merchandise does not look very promising for a successful store of tomorrow. Stores must meet the competition of larger stores and be in a position to deliver merchandise to its customers on quick demand. Naturally, this merchandise must be purchased so it can be retailed to meet the

many sources of competition that are facing us today.

The hardware stores that are the most successful throughout this country are the ones who are making major sales, and major sales means that these stores must render a service to back up the sale of this big ticket merchandise. If your community knows that you have the best lines of big ticket merchandise for sale and that you are in a position to service this merchandise when service is required, you will find that sales will develop in many lines that could not possibly be increased if service were not available. This service requires trained service men, men who are capable of doing real good mechanical work that will be required to keep these many mechanical devices in operation.

Stores of the Future

As the majority of the best retail hardware stores are located in rural communities with the prospects of large expansion in rural electrification and the increased mechanized farm, the hardware store of the future will be forced to almost become a hardware department store. I think this name should be given to this type of hardware store that will be able to render these



Horace P. Aikman, retiring
N.R.H.A. President and
Mrs. Aikman.

Retailing

By HORACE P. AIKMAN

Cazenovia, N. Y.
President, N.R.H.A.

*at the Tuesday
morning session*

many services and stock the many new items of merchandise that will be required in the future.

Whenever I visit hardware stores in many locations throughout this country, I am inquisitive and ask questions and I am always sure to find that the success of every individual merchant is obtained by some unusual job that he is doing in his respective field. Some excel in one thing and some in another but they do unusual things that keep them out in front of their trading communities.

We can promote National Hardware Open House and other promotions. We can give dealers more help in advertising, etc., but it is up to the individual dealer to make the most out of these services if he wishes to be successful. Our association can lay out plans but the dealer must do the actual work.

Manufacturers can make wonderful merchandise that can be distributed by the wholesalers but the dealer is in the driver's seat when it comes to getting the merchandise to the consumers. His business is not finished when many types of merchandise reach the customers' hands. His work has just begun and dealers must assume the responsibility of servicing mer-



HORACE P. AIKMAN

chandise if they wish to have repeat business.

Where is there in the list of our competitors any one who is better fitted to render this service than the retail hardware merchant.

Hardware stores from the very beginning have operated plumbing and tinning shops. Years ago this was an absolute necessity in the hardware store but during peak years many stores have given up their plumbing and tinning shops and let this part of their business get away from them. Now, many are thinking of establishing new types of plumbing and service shops that will be able to render a better service in their trading communities than was ever anticipated some 20 years ago.

These changes are all due to the times in which we are living. How helpless a modern home would be with all of its appliances if there was not someone who could service these mechanical devices when service is required. If you are not able to install and service merchandise, you certainly will not be in the picture of making the sales of this equipment.

Other changes in hardware retailing affect our credit and financial structure. Hardware

dealers have been slow in adopting financial plans to help them sell big ticket merchandise. Many successful dealers are handling their own credit paper and are making suitable charges on their credit business. It places them in a position that is very enviable in their respective territories. When credit is ably handled, it is a great asset to a successful business.

One of the greatest shortages in this country today is in skilled mechanics. Young men are not working to learn the carpenter's trade, the mechanic's trade and other important trades; our real carpenters and mechanics are scarce in all sections of the country today. We must have more trained mechanics.

Many boys are going to college and coming out prepared to do nothing. Good carpenters, mechanics, and plumbers can make more money than some college graduates. So why can't we develop a desire for more young men to enter into the mechanical field and service work, who are skilled in electricity and mechanical work. We, as hardware men, will be forced to train young men to become service men. Men who will have a knowledge of hydraulics, electricity, refrigeration, air-conditioning, heating and ventilating, and some idea of architecture, also will be able to read blueprints and make layouts. These are all very important and I feel that our association should work with the leading trade schools of the country in developing this new type of service man whose services will be so vital to all of us in the near future.

Just let me enumerate a few of the items that require skilled mechanics — oil burners, power tools, refrigeration, water systems, air-conditioning, radios,



George W. Green, Long Beach, Calif., new N.R.H.A. president and Thomas K. Ruff, Columbia, S. C., new vice-president.



Ladies Entertainment Committee for NRHA Congress 1940—First row: Mrs. Theo. Romaine, Hackensack, N. J.; Mrs. Benj. Altman, New York; Mrs. Sydney H. Atkinson, Brooklyn; Mrs. H. P. Aikman, Cazenovia, N. Y.; Mrs. Henry Bond, Brooklyn, chairman; Mrs. Anthony Herrmann, Brooklyn. Second row—Mrs. G. T. Schoonmaker, Hackensack, N. J.; Mrs. Bernard Wankel, Jr., and Miss Elizabeth Wankel, New York; Mrs. Wm. J. Hitchcock, Orange, N. J.; Mrs. Ed. W. Cundall, Orange, N. J.; Mrs. J. Finney, New York; Miss Harriet Goldberg, Brooklyn; Mrs. Harry Hoblin, Bronxville, N. Y.; Miss Natalie Miller, Jersey City, N. J., and Mrs. Geo. Haupt, Jackson Heights, L. I.

television, milking machines, water softeners, power mowers, and many other electric appliances in big ticket merchandise.

Rural electric lines spread more rapidly in 1939 than in any previous year, according to recent reports. A total of 380,000 farm homes were linked to high line circuits for the first time.

At the close of 1939 a total of 1,786,000 farms, or 27.8 per cent of those with occupied dwellings, were electrified. At the same time the average consumption per farm increased 8 per cent.

This spread of electric power is important because it opens new opportunity for sale of electrically operated farm and household equipment. There is new business to be had for the dealer who follows aggressively each new lead. One farm of every four in the average trading area is a market worthy of every dealer's selling efforts.

Many dealers already have capitalized on this new profit opportunity. A newly electrified farm may yield not only immediate sales but also replacements later on.

A dealer cannot just sell; he must service. A hardware store of the future will be just as good as the service it renders. Our competition is not rendering this service and we are in position to do this job if we take advantage of same.

Every day in my own business

I see this need of mechanical training. It seems as though the individual home owner is becoming more helpless every day. If I could enumerate a day's work in my own place of business you all would realize the vital importance of this new change.

Also, can you realize the vast change which is taking place with our city population. I am talking about the middle class who wish to get out in the country to live, the man who wishes to go to the country and own his own small place and have a few acres of land. As soon as a place is purchased there are many mechanical devices that he has to acquire that he has never thought of before.

I have noticed throughout the country that the smaller type communities are brightening up and many pieces of property are changing hands. In our section of New York State moderately

priced places with a little land are in big demand and there is more building than we have had in years. These people have money to spend and a great quantity of this money will be spent in hardware stores.

Are you aware of these changes in population? Are you aware of this exodus from the city to the rural communities?

Our Government has talked about decentralization of industry. Henry Ford's idea of decentralization of population to make it popular for an individual to have a plot of ground in the country where he will be able to raise part of his living. During these periods of shorter week working hours he will have time to help produce part of his living which will tide him over during times of unemployment. This will be the opportunity for the hardware man to sell many types of merchandise that he has never handled before.

We have talked for many years on store arrangement, model hardware stores, open display and all other things that improve hardware retailing, but today, store arrangement is only good for a short time. Our stores must be so arranged that we can change them rapidly. If stores are up to date, changes in display and location of merchandise must be done continually and our stores should be so planned that they can be changed rapidly.

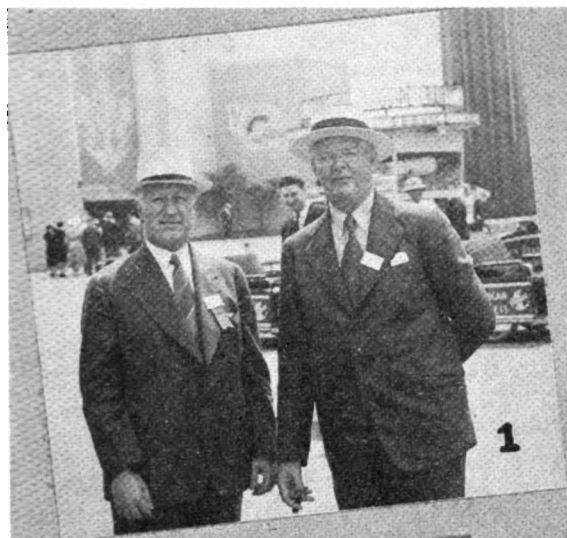
When new merchandise comes out, we should have it in as soon or sooner than our competitors. We must have the cream of these new products and not receive them several months or years too late. Changes are coming so rapidly that it keeps one busy every minute in the day anticipating how they shall be properly handled in the various stores.

At the present moment the

(Continued on page 98)

Photo at the Right

Left to right: No. 1—H. J. Strugnell, Remington Arms Co., Inc.; W. T. Birney, Winchester Repeating Arms Co.; No. 2—NRHA Director Earl Dean, York, Neb.; No. 3—Sydney H. Atkinson, Brooklyn, N. Y., chairman of the entertainment committee; No. 4—Alvin B. Wight, Cairo, Ga., and J. B. Seckinger, Glennville, Ga.; No. 5—Connecticut delegation (left to right)—J. L. Palmer, Wallingford; Ned Russell, Southport; Fred T. Blish, Jr., Manchester; John LeClaire, Jewett City; Gordon H. Marvin, New Haven; Geo. W. Stevens, Stafford Springs; Merritt W. Treat, Hartford; Lester B. Hayward, Middletown; Chas. F. Freeman, Branford; Lewis Heyman, Danbury; W. B. Welden, Simsbury, and A. A. Daniels, Willimantic; No. 6—Stuart M. Jones, New York Wire Cloth Co., and P. O. Beaulieu, Winner, S. D.; No. 7—Martin A. Tarzian and P. J. Tarzian, Brooklyn, N. Y.; No. 8—Pennsylvania and Atlantic Seaboard delegation—Harry D. Kaiser, Philadelphia, NRHA Director; George E. Corcellus, Huntingdon; R. D. Howell, Perth Amboy; Lee Kelson, Pittsburgh; Chas. Scarborough, Pittsburgh; H. W. Wheeler, Red Lion; S. C. Truxal, Greensburg; C. J. Ritterhoff, Baltimore, Md.; H. D. Whieldon, Greenville; No. 9—Walter W. Bronson II and Lewis H. Bronson, Bronson & Townsend Co.; No. 10—Rivers Peterson, managing director, National Retail Hardware Assn., Indianapolis, Ind., presides at the roll call of delegates; No. 11—Southern California delegate—Maurice J. Hellman, Los Angeles; No. 12—A. G. Rorabeck, Geo. Worthington Co., and Mrs. Rorabeck.



Merchandising to Meet

THE subject of merchandising and competition is as debatable and as saturated with personal opinions and bias as the most heated political question. And, like political debates, the real issue or basic problem is usually completely clouded behind a smoke screen of "trumped-up" issues which appear to be popular topics and which easily catch the public's fancy.

Reading the pages of hardware history, from the earliest printed documents to the present day, competition, in one form or another, has been a constant source of concern. These records disclose that up to 1910 most of the competition was within the then-accepted legitimate distribution plan—manufacturer to jobber to retailer to user.

Then we began to feel mail order competition. In 1926, mail order houses further expanded their activities by opening retail stores. That was the introduction of a new and formidable competitor.

Illegal Competition

Jobbers and retailers set up the cry, "Robbers, they are stealing our business! Let's get the law after them. They are unfair! They are cheats!" They further put pressure on manufacturers demanding that they withhold distribution of their products by these outlaws who bought at wholesale and sold at retail. Their competition was described as poison and illegal.

True to form, political hangers who knew little or nothing about the hardware business sprang immediately to the defense of their followers with the simple solution of taxing this new type of competition out of business.

The day we, as a nation, start taxing efficiency and economy,



W. W. RECTOR

we support the program, "The world owes us a living."

Have no worry about unfair competition. It will kill itself. Human nature is the same the world over. If competition is unfair, it will "gyp" you, and you don't go back for more—neither do I. Pretty soon unfair competition has no customers to "gyp."

Competition has been just as tough on the producer as it has on the distributor. I am not here to tell you what a smart fellow the manufacturer is, but we should admit these facts:

Manufacturers have made remarkable progress in the efficiency of their methods and the reduction of their costs, and in this process, have very materially, almost without exception, improved the design, utility, quality and value of their product. Competition forced almost every manufacturing development and improvement.

The making of an item represents, as a minimum, not more than one-half its cost to the ultimate consumer—on some items only one-seventh. Since distributing represents one-half or more of the cost of merchandise to the user, don't you think it fair and necessary that the distributor of merchandise develop the efficiency and improve the quality of his "share in the business" on an equal basis with his partner, the producer?

Competition will force him, whether he likes it or not, the same as it forced the producer.

If the statement is true that chains have a more economical or a more efficient system of distributing merchandise, then we all want to use it. For whether we like it or not, and without regard or respect for past performance, the system or channel of distribution which will convey all manufactured goods from the factory door to the ultimate consumer, will be the channel which proves itself the most efficient and most economical.

Quite logically then, our first step is to determine the economy and efficiency of the system we employ—manufacturer to jobber to retailer to user.

If the method we employ proves unsatisfactory, then we had best discard it for the new and improved method. Should it prove satisfactory, then we should examine the operations of the method to be sure we obtain maximum efficiency.

In the distribution of merchandise there are no short cuts—no paved highways to success. Someone, somewhere, must perform each duty. The chains, and

Photo at the Right

No. 1—Belles and Beaux of New Orleans bring a touch of the South to New York. No. 2—The Louisiana delegation dresses in the costumes of Scarlett O'Hara and Rhett Butler of "Gone With the Wind" at the Monday evening meeting. Left to right: Albert A. Kussmann, Mrs. Kussmann, David O. Mansfield, Mrs. Mansfield, A. B. Dupuy, Mrs. Dupuy, H. L. LaGarde, Mrs. LaGarde, Carl Blank, New Orleans, La.; No. 3—Edward Amie, Mrs. Amie, C. E. Vetter, Mrs. Vetter, Walter Long, Mrs. Long, C. J. Borne, and Mrs. Borne, New Orleans, La.; No. 4—Bryan O. Reynolds, Mrs. Reynolds, Jules Toledano, Mrs. Toledano, Julius L. Groez, Mrs. Groez, Walter A. Isaacks, Mrs. Isaacks, New Orleans, La.

Competition

By W. W. RECTOR
Merchandise Director,
American Fork & Hoe Company,
Cleveland, Ohio

"WHEN independent merchants will measure up to the standard set by the chain stores in the matter of merchandise selection, stockkeeping, inventory balance and display, and add to that cordial personal service which chains find it impossible to give, then, and then only, will Mr. and Mrs. America go to the independent hardware store for all of their hardware needs."

*at the Wednesday
morning Session*

many outside the chains, have tried short cuts. Suffice it to say that every other system proved more costly and less efficient.

Sure, I'll agree you can eliminate the jobber. You can go one step further and eliminate the retailer. Some makers do, and sell direct to the user, but when they eliminate them, they also perform their functions, for

the functions or duties of neither can be eliminated.

And chains or mail order houses are no different. They buy at wholesale, but they also perform all the duties of the wholesaler and they likewise must charge for and collect for these wholesale services rendered.

Since chains and independents employ exactly the same system,

any difference in results must be in the operation of the system.

The basic problem which confronts manufacturer, jobber and independent retailer today is not cost of merchandise, nor cost of merchandise sold. The problem coldly and bluntly said is—mail order houses and chain stores have proven themselves better merchants both wholesale and retail. First, by more efficient merchandising, they get far better turn-over at both wholesale and retail. Second, their losses, from shopworn or unsalable merchandise, is only a small fraction of the losses from the same cause by jobber and independent retailer. Third, their sales loss





No. 1—New England delegates arrive on Eastern S. S. Line boat "Boston"; No. 2—Left to right: John T. Skolfield, Gardener, Me.; Russell R. Mueller, Boston, Mass.; Frank J. Toole, Pawtucket, R. I.; No. 3—Fife and drums, symbolic of the New England Spirit of '76, led the "Yankees" to the roll call Monday evening.

caused by being out of stock is less than $\frac{1}{2}$ of 1 per cent.

They have taken the simple fundamentals of good merchandising and, in spite of their lack of knowledge of the industry, executed these fundamentals many times better than we. Present the true facts to a capable jury, if you dare, and the independent jobber and retailer will be convicted of malfeasance in office.

One dealer said, "Well, chain store prices don't worry me so much, but I can't meet their mail order prices." Of course, he couldn't! Neither can the chain's own retail stores.

Retail stores supply services not rendered when the user purchases at mail order, and to charge for those services is as necessary as a charge for the merchandise itself. Not all people on all lines want to buy and pay for the complete retail service, but a large majority will willingly pay a fair price for those added services. Mail order houses found that out and opened stores. The difficulty has been that the dealer has rendered ineffective, unsatisfactory service and tried to collect a charge for good service. He can no more give poor service and collect for good than can he offer low-grade merchandise and charge for high grade.

Chains have entered the hardware merchandising field and taken a fair sized percentage of the business. All of their success has been credited to price, and figures have been prepared to prove that statement true.

Operating as we are, in a country built on the standards of free competition, price becomes an important factor. But

after all, it is only one factor and is then only relative. What does "being competitive" mean? The lowest price? If so, the lowest price for what?

Before a seller can name a price that is both competitive and fair, he must first know what the buyer wants to buy. Let's get specific and say it is a bag of corn. If that's all the specifications the buyer gives, you, a seller, will name one price. But if he adds to those specifications that the bag of corn must be a certain variety and grade of seed corn; that it must be delivered to him today in good condition at his farm, and, further, that it must be guaranteed in quality and free from disease, then you, a seller, must name an entirely different price, and to you, I need not explain why.

In trying to blame price for all our business ails, we have lost sight, apparently, entirely of the truly important factors in the operation of our business.

Again, may I ask the question—"What does being competitive mean?"



Al Hupfer, The B. F. Goodrich Co., Akron, Ohio, presents N.R. H.A. President Horace P. Aikman with an award for distinguished service. The award, an inscribed silver dish, was made at the Goodrich World's Fair Exhibit.

Marshall Field said—"A successful store is one which displays the right items of merchandise in the right qualities in the right sizes and designs at the right price. A store doing these fundamental things well can grow and prosper. A store which fails in these basic fundamental services may perform all other operations to perfection but the business will fail."

There are many important functions in the operation of a retail store, but the basic fundamental of success is to have in stock the merchandise your customer wants to buy, for how do you even hope to sell me if you do not have the merchandise I want to buy, when I want to buy it, and at a price I can afford to pay?

If independent jobbers and retailers would admit the true reason for the success of mail order houses and chain stores and then set about to apply these same success reasons to their own business, the independent retailer's picture would change immediately.

It is time for the independent hardware industry to take an honest inventory of the operation of their business, and compare it with mail order or chain store operation.

If the listing of our assets and liabilities is to be of any value, we must place a fair rating or value on each.

What are the factors of importance in the operation of a retail store and what obstacles must we overcome so that our operation will rate well against all competition?

We repeat—there are many

important functions in the operation of a successful store, but paramount to all others are—

1st—Merchandise selection, which means the item, size, style and quality our customer wants to buy.

2nd—Stockkeeping. The selection means nothing unless we have the merchandise in stock when our customer wants to buy.

3rd—Presentation or display. No use in selecting or stock-keeping unless the merchandise is on display where the customer can see and examine.

Here are the three keys to successful store operation, for these three — merchandise selection, stockkeeping and display well done with all other functions done reasonably well, a store will succeed and prosper. These three done poorly and all others done to perfection, the store will fail. Beyond a shadow of a doubt, these three factors account for 75 per cent of the chains' success.

Higher operating costs, which are going to be still higher, and competitive pricing, leaves ever-narrowing profit margins. To profit, we must eliminate all waste and inefficiency in both jobbers' and retailers' stocks.

Duplication in items, or a larger range of qualities than required, ties up too much capital and reduces turnover. It increases both sales expense and mark-down losses caused by merchandise becoming out of date or shopworn. Money invested in poor sellers always reduces funds available for demanded items and grades. That is the basic defect or fault in independent distribution, for not having the merchandise in stock which our customer wants to buy sends more orders to mail order houses or chain stores than any other two factors combined, believe it or not.

Acknowledging this to be a basic fact, the chains did something about it—as a result, their

stocks of merchandise are better selected and better balanced than independents.

Let's be honest in the matter and contrast their orderly, well-organized, well-planned procedure with the system employed by the average independent dealer. The average independent dealer has no merchandise list, does not date his merchandise. He buys most of his merchandise by guess and sometimes upon the urge and recommendation of salesmen who sell him lines, items, sizes and qualities all out of proportion to his demand or out of proportion to his total inventory investment.

Having visited many independent retail stores and discussed with their management their problems, I am led to believe that at least the average independent alibis his mistakes instead of correcting them.

Manufacturers, jobbers and retailers alike, have taken a

(Continued on page 106)



No. 1—W. Glenn Pearce, Philadelphia, Pa.; No. 2—S.S. Peter Stuyvesant; No. 3—Grant Smith, St. Claire, Mich.; No. 4—W. M. Stuart, Martin Senour Co.; E. L. Fenn, Millers Falls Co., and P. C. Frayser, Martin Senour Co.; No. 5—H. C. McLachlin and E. C. Seifert, Federated Hardware Mutuals; No. 6—Ray Westerman, Walden, N. Y.; Arthur F. McEvoy, Hudson, N. Y., and Harold Masback, Masback Hardware Co.

O. W. AHL
Comptroller,
Hibbard, Spencer, Bartlett & Co.,
Chicago, Ill.

Discusses

... Economies

The average hardware retailer buys his merchandise from many sources, carries a wide range of items and there is little standardization between one retailer and another as to the items they offer to the public. Should retailer decide to operate by appointing a wholesaler to buy for him and to use the items selected by that wholesaler it would produce a foundation for reducing costs of distribution to a comparable basis with other methods.

DURING recent months our industry has heard much about proposed legislation to regulate chain store merchandising. As I see it, the purpose behind this proposed legislation is to make the position of the independent retailer more secure. Naturally, the wholesaler, whose very existence depends upon the success of the independent retailer, is vitally interested in anything which will strengthen the retailer's position. I shall attempt to analyze the present position of the independent hardware retailer and the hardware wholesaler and present for your consideration certain steps, which, if taken, would greatly strengthen our competitive position with other methods of distribution without resorting to legislation.

This publicity regarding chain stores would seem to indicate that our present method of distribution—that is, wholesaler to independent retailer—is not an economical one. That is, we hear on every hand that the chain store is in a position to sell and buy merchandise at a cheaper price and is gradually eliminating the independent retailer from the merchandising picture. Now if this is true there must be some basic reason why they are in a position to merchandise in this manner.

Distribution Costs

Is a chain store in a position to sell merchandise at a lower price and still realize net profit? To determine the answer to this question it will be necessary to compare the cost of distribution of the hardware industry with other methods. Detailed information regarding the costs of

distribution for department and specialty stores and limited price variety chains is available through reports compiled by the Graduate School of Business Administration of Harvard University. I will compare the costs of distribution for the hardware industry—that is, the wholesaler and independent retailer—as compared to the costs set forth in the reports mentioned above. In order to make this comparison it was necessary to combine the costs of the hardware wholesaler with the costs of the hardware retailer because the department and variety stores absorb the wholesale function in their method of distribution and in most cases buy direct from the factory. Now what I have tried to show is a comparable picture of the costs from the time the merchandise is sold by the factory until it reaches the hands of the ultimate consumer. Costs for the hardware retailer for the year of 1938 were obtained from the National Retail Hardware Association. Wholesale costs were obtained from the yearly report compiled by the National Wholesale Hardware Association for the year of 1938. These costs were combined after making the assumption that the cost of sales for the hardware retailer represented the sales volume of the wholesalers. The results of this

combination are compared to other methods of distribution on Exhibit A.

The figures shown on Exhibit A represent the dollar expense for each \$100 in sales volume.

You will note that the hardware industry realized a higher gross margin than either of the other methods of distribution; that is, \$5.74 higher than the department and specialty stores and \$7.58 more than the variety chains.

For every \$100 in sales volume the hardware industry spent \$1.56 more for payroll than the department and specialty stores and \$5.02 more than the variety chains.

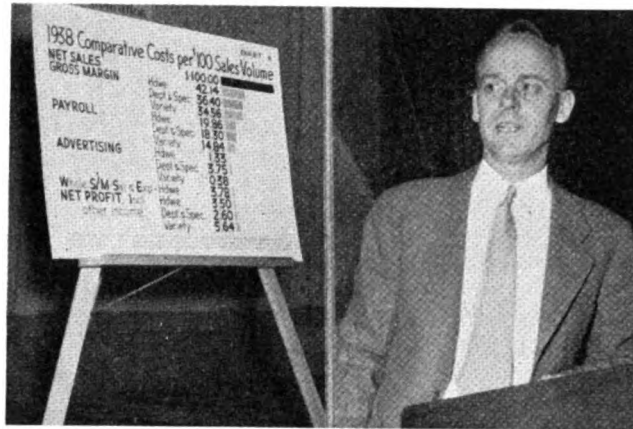
Advertising

The hardware industry spent \$1.33 for advertising, which includes the catalog expense incurred by wholesalers. This is \$2.42 less than was spent by the department and specialty stores and \$0.95 more than was spent by the variety chain.

The hardware industry spent \$3.78, representing the selling expense incurred by the hardware wholesaler. There is no comparable item of expense incurred by the other methods of distribution.

The hardware industry was able to show a net profit of \$3.50 for each \$100 of sales volume.

Through Cooperation . . .



O. W. Ahl referring to one of the several charts he used to illustrate his message to hardware dealers.

at the *Wednesday*
morning session

of distribution when it comes to selling at a low mark-up, in as much as we are not in a position to reduce gross margin requirements without making corresponding reductions in expense.

I do not believe that the hardware retailer can make a substantial reduction in his gross margin. Net profit results for hardware retailers at the present time indicate that there is very little leeway in this direction. This opportunity, it seems to me, lies in the hands of the wholesaler. In other words, the wholesaler should reduce his expense of doing business and sell merchandise to the retailer at a lower cost, thereby permitting a reduction in retail selling price

which was \$0.90 more than was realized by the department and specialty stores and \$2.14 less than the variety chain.

From the comparisons shown on Exhibit A, it is apparent that the hardware industry is required to spend considerably

more of each sales dollar for expense than the other methods of distribution. This, of course, means that a higher gross profit must be realized in order to show a profit. Actually then the hardware industry is at a disadvantage with these other methods

1938 COMPARATIVE COSTS PER \$100.00 SALES VOLUME

| | | |
|-----------------------------------|----------|--|
| NET SALES | \$100.00 | |
| GROSS MARGIN—Hardware | 42.14 | |
| Dept. & Spec..... | 36.40 | |
| Variety | 34.56 | |
| PAYROLL—Hardware | 19.86 | |
| Dept. & Spec..... | 18.30 | |
| Variety | 14.84 | |
| ADVERTISING—Hardware | 1.33 | |
| Dept. & Spec..... | 3.75 | |
| Variety | 0.38 | |
| WHOLE. S/M Sal. & Exp.—Hardware.. | 3.78 | |
| NET PROFIT, Incl. Other Income | | |
| Hardware | 3.50 | |
| Dept. & Spec..... | 2.60 | |
| Variety | 5.64 | |

Hardware statistics obtained from the National Retail Hardware Ass'n, overhead expense report compiled by the National Wholesale Hardware Ass'n. Department and specialty store and variety chain statistics obtained from Harvard University.



Left to right: No. 1—Charles Pincus, Stanley Works, and Mrs. Pincus; Mrs. W. F. Sheehan; Mrs. Roy Schmidt; W. F. Sheehan, Jamaica, and Roy Schmidt, Stanley Tools, Inc.; No. 2—Texas delegates—J. D. Martin, Jr.; Mrs. Martin and Mrs. J. F. Fleming, Bryan; Mrs. Taylor, Herman Taylor and Miss Mildred McElroy, Lufkin, Texas.

and placing the independent retailer in a more competitive position with prices offered by chain competition.

I approached this problem by asking myself, "What can be done in a large wholesale organization to permit this reduction?" My first step was a study of the *buying* habits of the hardware retailer.

Referring to the National Retail Hardware Association I found that the average sales for the reporting stores for 1938 was \$48,319. Therefore, the hardware wholesaler should be able to obtain \$1,000,000 of retailer sales volume for only 21 customers. Taking into consideration, however, the fact that the wholesaler cannot secure 100 per cent of retailers' business in as much as there are certain items not furnished by the wholesaler, I think it is conservative to say that at least 50 per cent of this merchandise is obtainable through the wholesaler and, therefore, he should obtain \$1,000,000 of retail volume from 42 stores. I proceeded to analyze our accounts receivable to determine whether we were obtaining our business in accordance with this assumption. What I found proved to be about as far from the actual facts as it is possible to be. If our experience is typical then the wholesaler instead of obtaining \$1,000,000 retail sales volume from 42 stores probably obtains it about as shown in Exhibit B.

Exhibit B reflects that at the present time the hardware retailer buys his merchandise from a great many different sources. Our sales manager tells me that it is not exceptional to find a retailer buying from three or four different wholesalers and several factory representatives. No doubt the retailer feels that

through such a method of buying he is getting a better selection of merchandise at lower prices, but this is often a mistaken idea, and this type of buying frequently results in higher prices, inferior quality merchandise, bad assortments, etc.

Also I should like to point out

substantial one and must be borne by the hardware wholesaler or the factory involved. Of course, this expense is part of the total operating expense of the wholesaler and must be included in the cost of goods sold to you, which you in turn pass on to the ultimate consumer.

Exhibit B

SOURCE OF WHOLESALE VOLUME PER MILLION RETAIL SALES

| Cost Volume Class | No. of Customers | Per Cent of Customers | Per Cent of Volume |
|--------------------------|---------------------|--------------------------|-----------------------|
| Less than \$500 | 591 | 68.63 | 13.06 |
| \$500 to \$999 | 101 | 11.75 | 10.37 |
| \$1,000 to \$4,999 | 145 | 16.72 | 45.94 |
| \$5,000 to \$9,999 | 20 | 2.31 | 20.55 |
| \$10,000 and up | 5 | .59 | 10.08 |
| | 862 | 100.00 | 100.00 |

to you that it is a very expensive method of buying. There are certain costs which accrue on every order which you place; that is, it requires your time and the time of the salesman. During the month of March the average cost of each order sent in by a salesman traveling in a country territory was \$2.74, which means that if you place 50 or 100 orders a month the total expense involved is a very

This cost does not exist in other methods of distribution and is one of the reasons for the high cost in the hardware industry.

The second point which developed in my analysis was that the hardware retailer handles an almost endless variety of merchandise, and that there is little standardization of the merchandise sold through retail hardware outlets. In the case of my company, in order to serve the

Photo at the Right

Left to right: No. 1—Brooklyn Hardware Dealers serve on the entertainment committee at NRHA Congress. Miss D. L. Smith, Sydney H. Atkinson, chairman; Ed. F. Daily, Henry F. Bond, treasurer; Miss Melvina Kay; and Sam Singer; No. 2—A corner of West Point on the Hudson; No. 3—Harold W. Allen, Mrs. Riley, and Mrs. Allen of Clinton, N. Y.; No. 4—Delegates from the Carolinas—H. B. Mauney, Shelby, N. C.; C. B. Gladden, Charlotte, N. C.; Max Washburn, Shelby, N. C.; R. E. Barrow, Jr., Rock Hill, S. C.; No. 5—Anthony Herrmann, Brooklyn, N. Y.; Luther R. Stein, Belknap Hardware & Mfg. Co.; Edwin W. Clark, E. C. Atkins & Co.; No. 6—Chas. J. Heale and J. G. Wilcox, HARDWARE AGE; No. 7—Wisconsin delegates—H. A. Lewis, Stevens Point; A. Vanden Wymelenberg, Green Bay; and Theo. Suennen, Hudson, NRHA director; No. 8—Wisconsin delegates—Darwin Follett and Mrs. Follett, Coloma, and Mrs. Vanden Wymelenberg, Green Bay; No. 9—Illinois delegates—Wm. A. Swanson, Peoria; Russell Johnson, Gibson City; and Mrs. Johnson; Roger Yontz, Christman; No. 10—Ohio delegates—Fred Carpenter, Logan; Mrs. F. R. Conklin, Delaware, and Mrs. C. C. Hewitt, Sedalia; No. 11—S. W. Cohagan, Columbus, Ohio, and daughter, Mrs. H. Schmidt, Detroit, Mich.; No. 12—George H. Griffiths, HARDWARE AGE; Frank P. Green and Fayette R. Plumb, Fayette R. Plumb, Inc., holding a giant Plumb axe prepared for Bemidji, Minn. display; No. 13—Mrs. S. W. Cohagan, Columbus, Ohio, and daughter, Mrs. Robert Wyant, Scotia, N. Y.





needs of our retailers, we find that we are required to carry more than 50,000 different items. Of course, no one single retailer uses all 50,000 items. As a matter of fact, our very best retailers require approximately 4000 to 6000 items, which is about 10 per cent of the total which we stock. Exhibit C reflects an analysis which I made of four different accounts, which we feel give us a major share of their purchases.

I have discussed this variation of items with some of our

These two factors are responsible for the high cost of distribution under the wholesaler-independent retailer setup. No legislation will cure this problem.

Contrast this to the policy of the chain stores who concentrate their merchandising activities to a selected group of items and then buy them in large quantities, which often results in a lower price and a better merchandising job on those items selected.

On the basis of the operation

Exhibit C

VARIETY OF MERCHANDISE USED BY FOUR RETAILERS

| | Different Items Involved | |
|---|-----------------------------|---------|
| Customer A..... | 5139 | |
| Customer B..... | 3482 | |
| Customer C..... | 3958 | |
| Customer D..... | 2553 | |
| Items Purchased by 4 Retailers..... | 276 | |
| Items Purchased by 3 Retailers..... | 852 | |
| Items Purchased by 2 Retailers..... | 1922 | |
| Items Purchased Exclusively by A Retailer.. | 2789 | |
| Items Purchased Exclusively by B Retailer.. | 1561 | |
| Items Purchased Exclusively by C Retailer.. | 2021 | |
| Items Purchased Exclusively by D Retailer.. | 1257 | |
| | 7628 | 71.4% |
| | 10678 | 100.00% |

executives and they advise me that it should be possible to serve the wants of the average retail hardware store with a selection of about 12,000 items which in view of the information shown in Exhibit C, I believe would be quite possible.

I hope that with the aid of Exhibits B and C I have conclusively proven two points, namely:

1—That the average hardware retailer buys his merchandise from a great many sources.

2—That the hardware retailer carries a large variety of items and there is little standardization between one retailer and another as to the items they offer to the public.

as conducted by a chain store, I think that we can formulate a plan of operation which would achieve a great reduction in the wholesaler's operating costs, and thereby permit a reduction of his selling price. This plan is as follows:

Suggested Plan of Merchandising

Let us assume that the hardware retailer and wholesaler decide to get together to cut out all unnecessary expense due to handling of many thousands of extra items and the expense incurred through a promiscuous

(Continued on page 49)

← Photo at left

No. 1—The S.S. Peter Stuyvesant heads toward West Point; No. 2—Mrs. Sellman and H. C. Sellman, delegates from Greenville, Ohio, entertain the group by singing "Beautiful Ohio"; No. 3—Mr. and Mrs. Russell Atkinson, Brooklyn, N. Y.; No. 4—G. H. Ladner and M. W. Stockton, Hardware Mutual Fire Insurance Co.; No. 5—W. J. Wittekind and Joseph Kohstall, Cincinnati, Ohio; No. 6—Franklin I. Greene and N. Riepel, Syracuse, N. Y.

Bridgeport,
Conn.**DEALER** *Remington* **LETTER**
DUPONTAug. 8
1940**HISTORY HELPS
YOU SELL**

It is interesting to know the history of products you sell . . . and it makes a valuable part of a sales talk. So from time to time we'll have in this "Letter" some stories of Remington's history . . . of Remington guns that are landmarks in the history of American sporting firearms.

The story of the first Remington rifle is typical of American enterprise and determination. Back in 1816 a young mechanical genius, Eliphalet Remington, built himself a rifle in his father's forge. So good a rifle did he make that first his neighbors and then strangers came to him to build guns for them. At left is a picture of the first Remington — forerunner of the most distinguished line of sporting firearms in this country.

**A story from New England**

We met a cobbler recently—a real old-time cobbler who looked like every description we'd ever read—white hair, white moustache, faded blue eyes, gold-rimmed glasses halfway down his nose. In his workshop in the hills of New England, he looked like the very soul and spirit of fine craftsmanship.

We dropped into his shop for a chat. And the reason we're telling this story is that we found he was interested in hunting and in guns and ammunition. And the kind of ammunition he used was Kleanbore .22's.

We asked him why. "Well, I'll tell you," he said, polishing his glasses. "I've been here in this shop making shoes for 42 years. I've put every bone and muscle and every bit of thinking and figuring and trying I could into making shoes. And I think my shoes are as good as any in the world. Every pair that goes out of this shop, I believe in, I'm proud of.

"Somehow I feel that Kleanbore .22's are made the same way. Somebody worked mighty hard for a long time to make Kleanbore .22's, and they're proud of it. Shucks, they ought to be—Kleanbore is the best there is, just like my shoes."

A Remington Dealer Letter with a timely message for you will appear on this page—in each issue. WATCH FOR IT!

**New Display Shows
Shock Power of
Kleanbore* Hi-Speed* .22's**

As you well know, the quality shooters want most in .22 ammunition is *power*. We've given them that power in Kleanbore Hi-Speed .22's. And a new display which has been or will be offered to you by Remington salesmen proves that shock power.

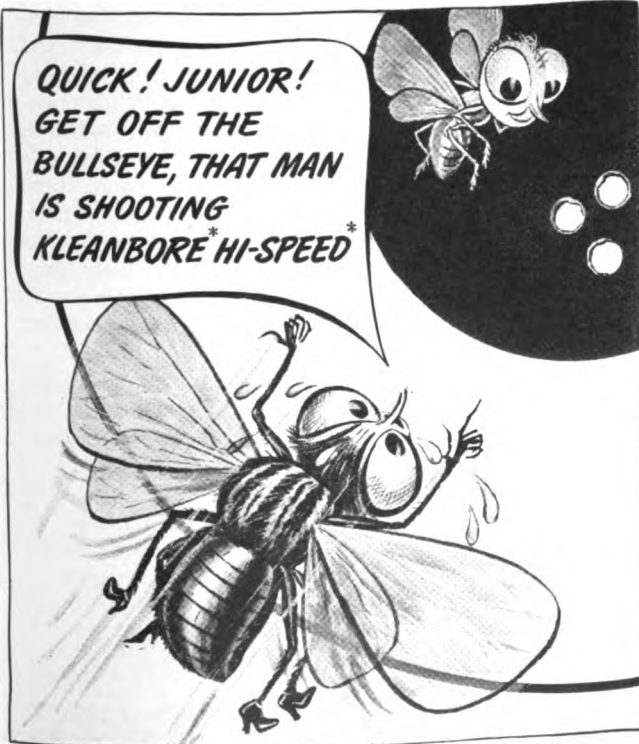
The display is simple. A .22 Hi-Speed hollow point bullet is fired through a cake of ordinary laundry soap. The way that little .22 bullet expands is dramatic proof of the power behind it . . . the power that sends it through the air faster than the speed of sound . . . that delivers a muzzle energy of fully 157 foot pounds! This display will really make sales for you! Ask our representative for a demonstration on his next call.

**MEET A REAL
AMERICAN**

Here he is . . . the farmer . . . backbone of American ideas and ideals . . . industrious and frugal. His favorite sport is hunting . . . which makes him just about your best customer. Recognizing his importance, Remington has for years advertised extensively in his favorite national and regional farm publications. So it's not surprising that his favorite gun and favorite brand of ammunition should be Remington!

**Big Market for
Garden and Farm
Cutlery**

Farmers and gardeners have always realized the greater working efficiency of really high grade cutlery designed especially for their needs. They know, too, that Remington supplies such cutlery at reasonable prices. A display of Remington garden and farm cutlery is sure to build up your sales of this profitable line.



*"Kleanbore" and "Hi-Speed" are Reg. U. S. Pat. Off. by Remington Arms Co., Inc., Bridgeport, Conn.

What Retailers Expect

DISTRIBUTION is the science of carrying merchandise of all kinds from producer to ultimate consumer through the medium of wholesalers and retailers, and in that term, "distribution," is included all that we know of salesmanship, buying and selling at wholesale and retail, at prices and terms that are profitable to all concerned, all the way down the line.

Distribution in this country has some wonderful achievements to its credit. Every visitor is amazed to find our average citizen, and even our American working-man, enjoying goods and conveniences that are upper class luxuries, even in the western countries of Europe.

These things didn't just happen. They are the product of a system—a system of free enterprise, that has for the last 150 years had the support and protection of Government and citizens, until we have grown to be the greatest nation on the face of the earth, and the envy of all others so far as our standards of living are concerned.

In the early days of the founding of this system, no one will deny the fact that the independent hardware dealer played a most important part. He began with the sale of items made in his own shop, for use on the home and farm, and as manufacturing and wholesaling came more into the picture he became a more important figure in the life of the community, and a very important link in the system of distribution. He entered this game of distribution, equipped only with the will to swim, the objective of helping his community to higher and better standards of living. And last but not least, making a livelihood for himself.

Times Have Changed

But times have changed. Thirty-five or 40 years ago, the wants of his customers were still few and simple, there was no other place for them to buy hardware items and his business grew and prospered.

Today, this retailer is in a field, which in that period of time has changed from a business of trading in simple and ordinary things to a complex

and scientific business of retailing, with mass distributors and scores of other outlets for hardware as his competitors, regardless of where he may be located. Good roads and improved methods of transportation have added to the complexity of his problems.

Not only these things, but customers have changed. Most of his old customers are gone, and in their places are new ones who have been educated by radio, magazine and newspaper advertising, and who have been brought up in age of modern merchandising in department, chains and mail order stores.

The independent retailer is not only faced with these problems, but he is in competition today with method — merchandising and advertising methods of the highest priced brains in the country, selling methods, with which he does not know how to cope.

This independent retailer did not bring about all this new development. He did not complicate his own task. He has been a victim of changing circumstances and trends, without himself changing his methods, and with too little help in making these changes. He has been severely criticized for his failure, and some of this criticism is just. On the other hand, there are manufacturers and wholesalers whose leadership has been inadequate to help him make some of these changes, if and when, he saw the need for them.

In building our promotions for National Hardware Open House, we asked a number of wholesalers to help us with some special items, in addition to the specials that were furnished by the manufacturers through the wholesalers. One morning during that event, I walked up to a lady who was standing in front of one of the special table displays and asked her if I could help her. She said "Do you mean to tell me that all the items on this table are two for 25 cents?"

The Wholesaler Should:

Make sure that merchandise offerings are price lined, that they are the items wanted and that they will enable the retailer to meet competition.

See that executives and salesmen thoroughly understand competitive conditions in retailing.

Shorten lines and eliminate duplications.

Make himself a central warehouse to a chain of retailers to whom he can render service.

Train salesmen to improve retailer's condition.

Study needs of ultimate customers and pass the information to retailers and manufacturers.

Emphasize the need of more frequent promotional and traffic-building items.

Study merchandising trends and be in a position to pass the information along to retailers.

From Wholesalers



VEACH C. REDD

By VEACH C. REDD

Cynthiana, Ky.

Past President, N.R.H.A.

at the Wednesday morning session

When I told her that was right, she said, "We can't get values like that in our town. Our merchants seem to have gone to sleep, and if they don't wake up they are going to lose what business they have." I found out that she lived in a county seat town 25 miles from our store and had come in to our sale in response to our advertising. She shopped the store and, as I wrapped her purchases, she gave me what I think is the fundamental of retailing today, when she said: "People can go anywhere they want to go to buy the things they need and want." I hope that I shall never forget that basic statement in the future conduct of my own business, and I wish that you as retailers and wholesalers would remember it, at least while I have to say on this subject. I am not so sure that

it would not be a good idea to paste it over your desk where you can see it every morning when you come down to work.

Those of us who watch sales reports, know that sales of department stores, syndicates, and mail order organizations are growing by leaps and bounds, and when we think of the future of hardware distribution, we naturally think of both retailers and wholesalers. Their success is interdependent, and as sales of these other outlets increase, their problems will become more mutual, and there will be still greater need for each other. The retailer will need the merchandise and service of the wholesaler, and most important of all, the wholesaler will need the sales volume of the retailer.

By reason of my several years contact with our association, in state conventions and group meetings, I have been able perhaps, to contact as many hardware retailers as any other small town hardware retailer in the country and, in spite of the fact that a great deal of the buying is being done in groups today and also by direct contact with manufacturers, I have never

found a single hardware retailer who does not need the wholesaler, and who could get along without one.

Not only has retailing grown more complicated over the years, but the same thing has been happening to wholesaling as well. There was a time when the sole function of the wholesaler was simply to buy what he thought the retailer would need, assemble it in his warehouse, and break it up into smaller quantities, and ship as the retailer needed it.

Today, that wholesaler not only buys for the retailer, he should be buying for the consumer, and selling to the consumer through the retailer. There will always be manufacturers who will make merchandise and offer it for sale to the retailer and wholesaler—merchandise that the consumer does not want. Just so long as manufacturer, wholesaler and retailer decide for the customer, just so long will the counters of retail stores be loaded with unwanted and unsalable merchandise.

How many dollars could have been saved—how many stores could have been saved from



Left to right: No. 1—Harold W. Hirth, Frankfurth Hardware Co.; Malcolm Douglas, Janesville, Wis.; Mrs. Hirth; Mrs. Hawkinson; G. O. Busch, Union, Wis.; Mrs. Busch; Herbert Hawkinson, Hardware Mutual Insurance Co.; Kenneth Pierson, Janesville, Wis.; No. 2—Connecticut delegates—first row—Mrs. John B. LeClaire, Mrs. Chas. F. Freeman, Mrs. J. L. Palmer, Mrs. Fred T. Blish, Jr., Mrs. Ned Russell; second row—G. H. Marvin, New Haven; J. L. Palmer, Wallingford; John B. LeClaire, Jewett City; Fred T. Blish, Jr., Manchester; Chas. F. Freeman, Branford.



bankruptcy, and how much more economical our system would have been, if the wishes of the customer had been taken into account before the merchandise was bought, or even before it was made.

In order to set up a program that will help the retailer to stay in business, and at the same time help the wholesaler to do the same thing, lets look for a minute, at the picture in concrete form. The chain store manager buys no merchandise. He does not have to worry about sources of supply and does not have to interview hundreds of salesman. At the end of the day, he can fill in his outs from a checking list order to the central warehouse. He will get the merchandise that his customers want, at the price they are willing to pay. The same thing is true of the mail order retail store, and much the same can be said of the department stores who maintain a staff of buyers for their various departments. Let us remember, too, that these buyers have constantly in mind, the objective that the customers of those stores shall have the greatest possible values for the money they spend.

The independent retailer is in direct competition with all these forms of distribution, who not only know what to buy and where to buy, but whose selling programs are backed by an advertising and promotion program laid out by the smartest brains the country affords. Once the buying is done, the whole force of the organization is centered on selling.

In spite of all these competitive conditions, no corporation could open a store in any community in competition with a retailer who was a part of that

(Continued on page 101)

< Photo at left

Left to right: No. 1—Front row: Mrs. J. E. Young, Walnut Ridge, Ark.; Mrs. Chester Young, Fairview, Okla.; back row: J. E. Young, Walnut Ridge, Ark.; G. L. Turner, Little Rock, Ark.; Chester Young, Fairview, Okla., NRHA director, and his son, Bob Young; No. 2—Lloyd Smith, Nicholson File Co.; E. B. Gallaher, Clover Mfg. Co., and E. S. Norvell, E. C. Atkins & Co.; No. 3—Herman L. Carlisle and Spencer S. Smith, Springfield, Mass., and Frank Keeler, Devoe & Reynolds, Inc.; No. 4—Paul Williams and B. Babcock, F. H. Woodruff & Sons; No. 5—H. W. Smith and H. Oppenheim, of W. C. Heller & Co.; No. 6—R. S. Wild, K. A. Heale, and George G. Hoy, HARDWARE AGE; No. 7—B. Wankel, Jr.; Chas. L. Haber; H. K. Ruchmeyer; J. M. Kohlmeier and B. Altman, all of New York City; No. 8—Virginia delegates—J. M. Reynolds, Norfolk, Va.; Mrs. Reynolds; Mrs. Omohundro and G. T. Omohundro, Jr., Scottsville, Va.



Steel-FIRST LINE OF NATIONAL DEFENSE

Steel is essentially a peacetime industry—and America's normal appetite for steel is great.

This is fortunate for all of us.

It permits steel producers to carry on year after year and to find employment for hundreds of thousands of men.

It makes management extend itself to remain competitive—to improve its production facilities—to better the quality of its old products—through research, to devise new products—in order to win in the battle for markets that goes on apace in all industry.

Republic has done exactly that and—in the emergency now facing America—is in a position to supply more and better steel—the first line of any nation's defense.

Republic has invested millions of dollars in plants, in equipment, in research and in the training of men. Republic has ex-

panded its ore supplies—enlarged its blast furnaces—increased open hearth and electric furnace capacity—built new mills and added new finishing equipment. But more, Republic has built an organization of men who know steel.

And now, seeing but dimly through the haze that clouds all business prophecy, but realizing our own deep responsibility, Republic, vital to peacetime prosperity, pledges its every effort to help keep America the way we know it and love it—to keep America safe for Americans—through steel, first line of national defense. Republic Steel Corporation, Cleveland, O.

T. M. Girdler
CHAIRMAN OF THE BOARD
W. A. Ryan
PRESIDENT



Stock

BULL DOG

Jar Rubbers

**FOR
GREATER
PROFIT**



BOSTON WOVEN HOSE & RUBBER COMPANY

OFFICE & WAREHOUSE - 111 N. CANAL ST., CHICAGO

WORKS - CAMBRIDGE, MASS.

O. W. Ahl's Address

(Continued from page 42)

buying policy on the part of the independent retailer. In other words the retailer decides to operate on the same basis as a chain by appointing a wholesaler to buy for him and then using the items selected by that wholesaler. The adoption of such a policy would be a firm foundation for reducing the costs of our method of distribution to a comparable basis with other methods.

"What Would the Savings Be?"

The question naturally arises in your mind in connection with such a plan, "How large would the savings be?" Any figures which I shall give you are merely estimates on my part, but I believe they are all conservative and that the actual savings would be much higher. Let us take a few minutes to explore some of the possibilities of saving.

In my own organization we have at the present time 24 buyers with an auxiliary force of 29 clerks and stenographers, or a total buying force of 53 people. This buying organization is necessary in order to buy the 50,000 items which we now merchandise. I believe that if we were to reduce the items from 50,000 to 12,000 that we could reduce our buying staff in the same proportion as the items decreased, or by approximately 75 per cent. In other words we could operate a buying department with 13 people instead of 53 people and still handle the same dollar volume of purchases minus the *variety*.

Likewise let us take the bookkeeping department. At the present time I have a bookkeeping department of 24 people. Now if our customers were to concentrate their purchases, I am convinced that I could record the same dollar volume of sales with 25 per cent of the force, or a saving in this department of about 18 people. Remember that I would be obtaining \$1,000,000 of retail sales volume or sales from 42 customers in-

stead of 862 as indicated on Exhibit B. I think that a 75 per cent reduction is very conservative.

A proportionate saving could be made in our credit department, cashiering, order entry, filing, etc. This saving could be carried right on through the organization and would result in the saving of many thousands of dollars, now being wasted under our present method of operation.

In addition to the savings in internal operation this plan of cooperation between the wholesaler and retailer offers an opportunity for a substantial saving in selling expense on the part of the wholesaler. On Exhibit A we brought out the fact that there was no comparable cost for wholesale salesmen in other methods of distribution. During the year of 1938 the wholesaler spent 5.35 per cent or \$5.35 for each \$100 of wholesale volume for salesmen's salaries and expenses. Now under the plan proposed the dealer would not require a salesman to come and spend several hours of his time in writing up orders. This clerical work could be done by some



EDGAR N. KALTHOFF

R. C. Kalthoff & Sons, East Detroit, Mich., who addressed Thursday morning's session on "Planned Merchandising".

clerk in the store, using catalogs and other merchandising information furnished by the wholesaler. The salesman who is now spending a great deal of his time in thumbing catalog pages and writing up orders could be converted into an expert merchandising supervisor. That is, he could be trained in window dressing and merchandising promotion and could spend considerable time each week doing *merchandise* promotional work, instead of writing orders.

Not only would the retailer be receiving planned merchandising programs and be assisted in their execution by merchandising supervisors, but in addition there would be a considerable saving over the present wholesale selling expense. I estimate that the cost of this merchandise supervision would be approximately \$2.05 for each \$100 of wholesale sales. This cost is based on the assumption that each merchandise supervisor could service 10 stores each week; that is, a half day in each store. Actually then there would be a net saving in the amount of \$3.30 for each \$100 of wholesale sales volume. This saving, combined with the savings already mentioned, would make it possible for the wholesaler to reduce his selling price to the retailer by at least 5 per cent and still make as much net profit as he is now realizing.

Such a plan of mutual cooperation offers still further advantages. Studies could be made of operating problems in order to further reduce the cost of distribution. For example, when a wholesaler buys merchandise from a factory, it is packed by the factory and then usually unpacked and put on the wholesaler's shelf. Upon receipt of an order from a retailer the wholesaler then proceeds to pack this merchandise for shipment. This duplication in packing costs is one which could be reduced considerably through an intelligent study of the problem. This plan would permit the adoption of standard packages on the part of the retailers and the wholesalers could arrange with the manufacturer to pack this merchandise in these minimum quantities, thereby eliminating entirely the repacking by the wholesaler. In order to show you the savings which could be real-

Exhibit D

EXHIBIT SHOWING INCREASE IN TIME SPENT ON FILLING ITEMS FROM OPEN STOCK VS. FULL PACKAGES

| | A | B | C |
|-------------------------|---------------------------------|----------------------------------|---|
| | | | 2 Ord.—Ea. ½ of |
| Item | 1 order Full pkg. Minutes | 1 order Open Stock Minutes | Quantities of B-filled from Open Stock Minutes |
| ½ dz. Dietz Lanterns.. | 1.40 | 1.79 | 2.14 |
| 1 dz. Dietz Globes..... | 1.26 | 1.90 | 2.82 |
| ½ dz. Washb'rds—Glass | 3.12 | 3.25 | 5.66 |
| Total Floor Labor... | 5.78 | 6.94 | 10.62 |
| Packing | ... | 14.56 | 27.02 |
| Total | 5.78 | 21.50 | 37.64 |
| Per Cent of Increase... | 100% | 372% | 651% |

ized in this manner, I had a time study made of three items of merchandise which in our organization are prepacked and the minimum quantities which

are sold to retailers are stipulated in our catalog. The results of these time studies are shown in Exhibit D.

Exhibit D reflects that it re-

quired almost four times as much direct labor to fill the same order from open stock, as compared to full packages, and more than six times as long to fill the same merchandise from open stock, when it was split into two orders. Certainly, this is conclusive proof that prepackaging of these items has been very profitable. The cost of packing materials, which would be an additional cost on B and C orders, has not been included in the above figures.

Of course, these savings that I have outlined are possible only through concentration of your purchases through a wholesaler who is doing a large volume and who carries the large variety which I have mentioned. In other words getting back to the chain method, we must have *controlled merchandising policies with volume purchasing power in order to achieve these results.*

(Continued on page 89)



Left to right: No. 1—J. H. Wilson, Evansville, Ind.; Mrs. Wilson and Joan Wilson; No. 2—Nebraska delegation at the World's Fair—Mrs. Zulauf and C. R. Zulauf, Superior; Mrs. Meyer and H. L. Meyer, Superior; No. 3—New York delegates: James Doyle, Utica; Ray Westerman, Walden; T. J. Johnson, Fulton; H. P. Aikman, Cazenovia, president of NRHA; Harold S. Close, Middletown; Walter Aikman, Cazenovia; Frank Doyle, Utica; E. A. Mahoney, Schenectady; No. 4—John W. Yowell, Culpeper, Va.; No. 5—Illinois delegates; No. 6—John W. Yowell, Jr., Culpeper, Va.

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for **EQUIPMENT BUILDERS**



Two periodicals mailed FREE on request, cite actual cases

NICKEL STEEL TOPICS—This twelve page illustrated, miniature newspaper is published every second month and is devoted exclusively to Nickel alloy steels. Each issue is packed with illustrated technical and news articles dealing with the production, treatment and uses of these steels in rolled, forged and cast forms. Special features such as a question and answer page and pertinent editorials on technical subjects involving the uses of Nickel alloy steels are included in every issue.

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The International Nickel Company, Inc., 67 Wall St., New York, N. Y.

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**THE INTERNATIONAL NICKEL COMPANY, INC. 67 WALL STREET
NEW YORK, N. Y.**

AUGUST 8, 1940

51

Management Plans

MANAGEMENT is a vital factor in our business today. One can have the best of locations in a good community; the best set of records; the best salesmen that can be employed or the best sales helps that can be gathered together, but with all these things there must be a man at the head of the organization to make the business go. We have often seen a well-established business go on the rocks when the firm was forced to change its management. Often you see an old-established firm sell out to someone else, and in a few years through poor management the firm will pass out of the picture. On the other hand, sometimes a new manager may bring back a firm which is almost on the rocks to a thriving and prosperous concern.

The first and foremost responsibility of the hardware store manager is to conduct the business so that there will be profi-

table return on the investment. This does not mean for one year or two, but the business must be so conducted that the customers will continue to keep coming year after year, and will be satisfied that they are getting the kind of merchandise they wish at a price in proportion to its value and the value of the service that goes with it. The service department must be kept on a paying basis and a reasonable charge should be made for this service. Although we all agree that we love the hardware business, we are not hardware men just because we like it. There must be a profit or we are not going to continue long as hardware men. In order to live up to this foremost responsibility of keeping the business on a profitable basis year after year there are certain characteristics which I believe a manager should possess:



CHESTER E. YOUNG

THE manager of a hardware store should have the ability to:

Merchandise at a profit.

"Sell" his store to the buying public and instill in his fellow workers the idea that they are working with him not for him.

Delegate responsibility and select the right man for the job.

Judge the trend of seasonal merchandise in advance, to have a supply on hand in time and to have it well displayed in season.

Train employees to conduct the business in his absence.

He should:

Keep the business well balanced by means of proper controls.

Set an example in personality and aggressiveness and be fair at all times.

Have a definite sales program which will produce volume.

Set up a budget to control items of expense and base it on past years' figures.

1—Ability to merchandise at a profit.

2—Ability to sell the public on the idea that his store is the place to purchase hardware.

3—Ability to instill in his fellow workers the idea that they are working with him, and not for him.

4—Ability to delegate responsibility to other members of the organization, and to pick the right man for the work that is to be done.

5—Ability to judge the trend of seasonable items ahead of time, and see that an adequate supply is on hand at the time the customer desires to purchase, and to see to it that the seasonable merchandise is well displayed in season.

6—Ability to train his employees in such a manner that they will be able to carry on the business when he is away.

7—He should keep his business well balanced by the use of proper controls, and should base his decisions on facts, not theories.

8—He must set an example to his fellow workers in personality, aggressiveness, and at all times be fair with his employees and customers and demand that they be fair with him.

and Policies

By CHESTER E. YOUNG

Fairview, Okla.
Director, N.R.H.A.

*at the Thursday
morning session*

9—He must have a definite sales program which will produce volume, but care should be taken to see that certain controls are placed on credit sales.

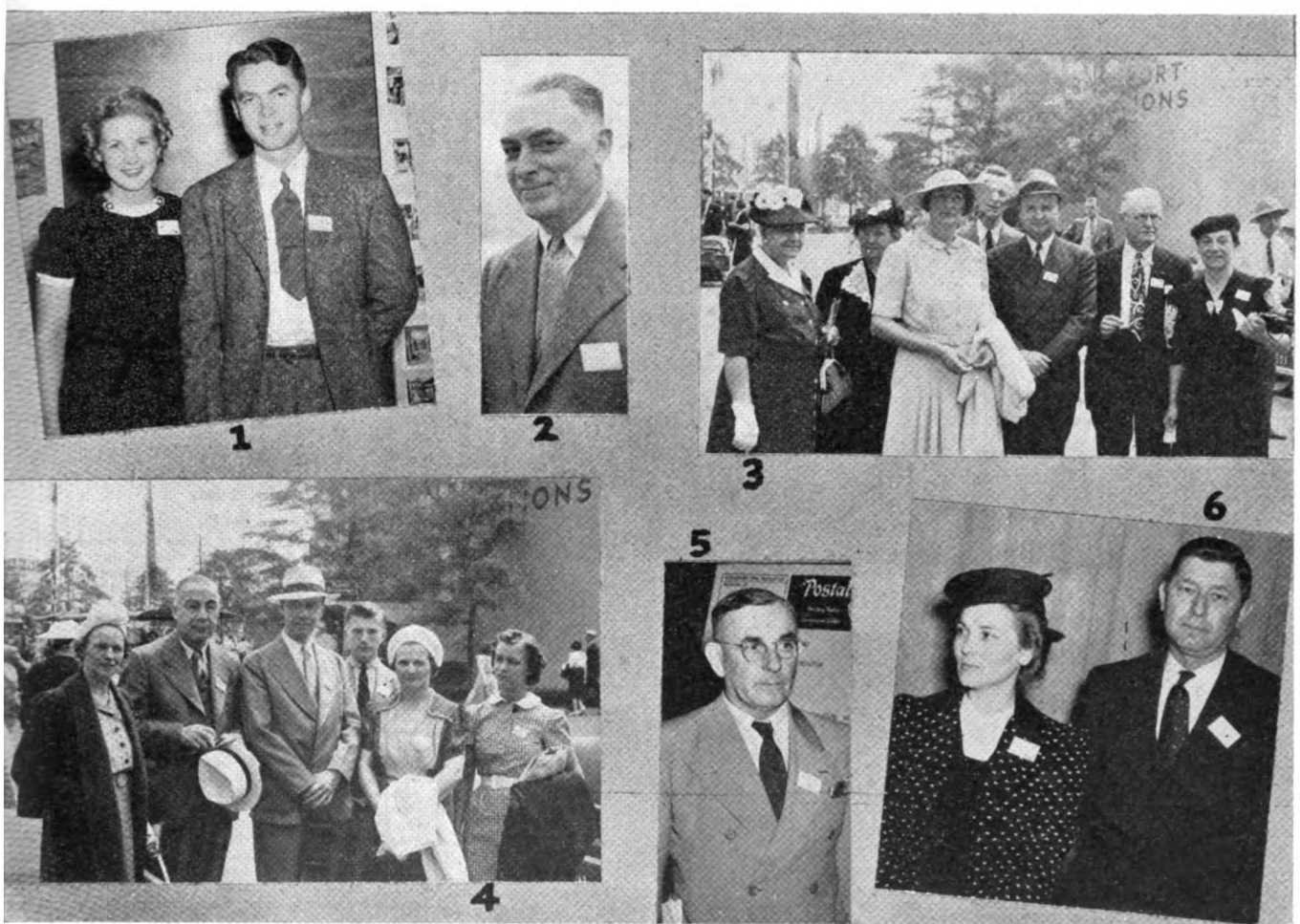
10—He should set up a budget in order to control his items of expense, and these also should be based on actual figures derived from prior years.

A store manager must set up certain store policies and rules, which must be explained to his employees. In hiring a new employee care should be taken to see whether or not that this man will be one that will be able to

deliver the goods after he is employed. In our own business we ask the applicant to fill out an application in writing answering certain questions regarding his family, health, religion, habits, nationality, and if he thinks he would like the hardware business. His references are thoroughly checked and we try to find out all we can about him from his former employers before we hire him. After the final decision is made we hand him a type-written set of rules which we ask him to read and see if he thinks he can live up to these

rules. They contain rules regarding the use of autos and trucks, personal habits while on duty, policies in regards to employees' accounts, certain store policies and many other things which he should know about. If his answer is "yes," then he is ready to go to work.

There are also certain responsibilities which a store manager has to the public which he



Left to right: No. 1—North Dakota delegates—Mrs. Loren Ellenbaum and Loren Ellenbaum, Langdon, N. D.; No. 2—Haydn Canfield, LeRoy, N. Y.; No. 3—Kentucky delegation—Mrs. J. M. Stone, Mrs. S. W. Johnston, Louisville; Mrs. Redd, Veach C. Redd, Cynthia; W. T. Curtis, Burkesville; J. M. Stone, Louisville, and Mrs. W. T. Curtis; No. 4—Ohio delegation—Mrs. Blaser and J. C. Blaser, Cleveland; Carl E. Graeff, Robert Graeff, Mrs. Graeff and Betty Nevison, Dayton, Ohio; No. 5—Oklahoma delegate—L. R. Duff, Lawton, Okla.; No. 6—Panhandle delegates—Mrs. Purvines and M. L. Purvines, Lufkin, Texas.



serves. He must do his part in educating the public to feel that the hardware store is the place in which to buy his hardware needs. The hardware manager must impress on his customers' minds that when he purchases something from the hardware store, that he also receives a certain amount of service with the item which he purchases. We like to think of our employees in this line as specialists, always referring them to the public as such. For example, in Northwestern Oklahoma, where we operate our stores, we depend almost entirely upon wheat for our income. The tractor has been with us for a great many years. We have a magneto department in our stores which is headed by a man who we think is just about "tops" when it comes to servicing a magneto. When any one comes into our stores and inquires about a magneto the salesman on the floor at once begins to tell him that when it comes to fixing a magneto we have one of the best trained men that you will find anywhere in the country. We also explain that we service six different makes of magnetos and have the necessary parts on hand to service them at once. This department does not only repair magnets, but during the year sells many new magnetos to replace the old ones. We also have many specialists in our store in other lines, such as the servicing of water systems, tractor and motor overhauling. We find that the public likes to trade with someone who is superior in his line, and while we cannot all be specialists, the rest of the

← Photo at left

Left to right: No. 1—Ohio delegates: Al E. Herrnstein, Chillicothe; Robert Gayton, East Liverpool; John B. Conklin, Columbus; G. V. Britton, Akron; C. C. Hewitt, Sedalia; No. 2—Tennessee delegation: C. G. Elkins, McMinnville; Robt. K. Boswell, Chattanooga; Hugh C. Ross, Jackson, NRHA advisory board member, and H. W. Norton, Maryville; No. 3—Missouri delegation: H. C. Mell, Farmington; J. W. Giesler, St. Louis; H. E. Brown, Trenton, and Louis C. Kreh, St. Louis; No. 4—M. M. "Mac" Neuhauser; S. Horace Disston and George Hopf, Henry Disston & Sons, Inc., and John J. Halpin, Underhill, Clinch & Co.; No. 5—Loren Ellenbaum, Langdon, N. D.; Dan W. Northup, Henry G. Thompson & Son Co.; D. E. Billman, Minneapolis, Minn., NRHA director; Nat Given, Bemidji, Minn.; No. 6—Roy J. DuBay and T. D. Haubner, R. K. Carter & Co.; H. M. Demarest, manufacturer's agent; Robt. E. Doti, Igroe Bros.; No. 7—John O. Findeisen, American Fork & Hoe Co.; Geo. Dresser, The Carborundum Co.; Ben Meyers, S. L. Allen & Co.; C. W. Baker, F. H. Woodruff & Sons; No. 8—Forest Needles, W. Bingham Co.; C. B. Crets, Van Camp Hdwe. & Iron Co.; Lloyd Collier and C. P. Jarden, Sherwin Williams Co.

HARDWARE AGE



If it isn't plate glass and it isn't window glass...

WHAT IS IT?

You can't call this new Lustraglass a window glass *because* that "distorting waviness" which is characteristic of all window glass has been almost entirely removed. On the other hand, Lustraglass *does* sell at window glass prices. Look at a sample. See its beautiful jewel-like luster and "whiteness of metal." Notice its freedom from that greenish cast common to all other glass used for regular glazing. Remember that it transmits ultra-violet rays of sunlight and demonstrates amazing tensile strength. Compare these definite advantages of this improved Lustraglass with those of any glass at any price and give us *your own* opinion of how we should classify it.

AMERICAN WINDOW GLASS CO.
PITTSBURGH, PA.

Manufacturers of Plexite, the safer safety glass; Lustrablu and Lustragold for ornamental uses; Crystal Sheet, Chipped and Special Glass for industrial purposes.

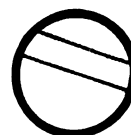
THE SHADOWGRAPH TELLS THE STORY
by amplifying distortion and defects 20 times



(1) This is high quality cylinder drawn window glass. The bent and twisted lines shown by the shadow-graph testing device indicate the presence of considerable distortion. This glass became obsolete in 1928.

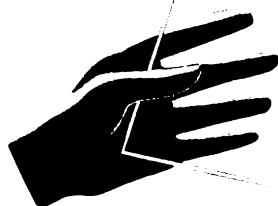


(2) Here is what most manufacturers offer today as top quality window glass . . . Made by the sheet drawn process, it shows a characteristic distortion in the waviness of the black lines.



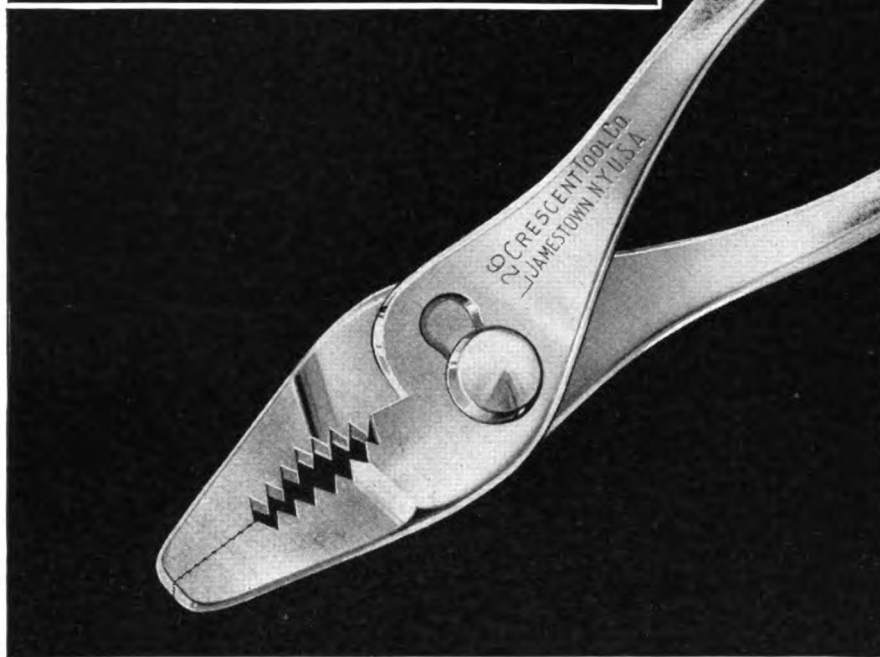
(3) Now look at this "shadow-graphed" sample of the new Lustraglass. Obviously an important improvement. The lines are straight, showing relatively perfect vision — freedom from distortion.

● Write for the new Windowgraph Slide Rule Chart and a sample of the new Lustraglass. Examine both — then tell us what you think.



THIS NEW TYPE OF
LUSTRAGLASS
The Ultra-Violet Ray Sheet Glass
LOOKS LIKE PLATE GLASS—SELLS AT WINDOW GLASS PRICES

CRESCENT SLIP-JOINT PLIERS



There are more *slip-joints* sold than any other type of plier. Crescent manufactures a complete range of types, sizes, and prices. In the 6" size for example, Crescent dealers have the H 26 retailing at 25¢ and No. 925, at the high end of the price range, retailing at \$1.00. In between, you will find a wide assortment of slip-joint types at various prices.

Crescent Slip-Joint Pliers, like all Crescent tools, are quality-made to high standards. They bear a name and reputation second to none in the hand tool field. Your jobber can give you the full facts on these profitable, fast-selling Crescent tools. If you do not have the new 1940 Crescent catalog write for your copy today.

30-164A

CRESCENT TOOL COMPANY JAMESTOWN, N. Y.



GeeTeeCo COMBINATION PLIERS
4 sizes, 5 to 10". H 26 (bulk packing)
25c retail.



MOTOR KIT COMBINATION PLIERS
4 sizes, 5 to 10". G 26, 50c retail.



**CRESCENT
THIN STRAIGHT NOSE PLIERS**
4 sizes, 5 to 10". L 26, 50c retail.



CRESCENT UNIVERSAL PLIERS
7" size only. D 27, 60c retail.



**CRESCENT
SIDE-CUTTING SLIP-JOINT PLIERS**
6" size only. LS 26, 80c retail. Also No. 950
with side cutter in 2 sizes.



**CRESCENT
THIN BENT NOSE PLIERS**
6" size only. J 26, 60c retail. Also No. 926
with bent nose in 2 sizes.

CRESCENT and Smith & Hemenway TOOLS

organization can certainly help by selling the public on the idea that such service can be obtained. In other words, our service department instead of showing a loss is showing a nice profit through selling additional items.

Right Man—Right Job

It is up to the manager to choose the right man for the right job and insist that he improve himself and become a specialist in his line. The manager should work with his men and, to some extent, play with them. He should know something of what they are doing in their leisure hours. Are they taking care of their health? How about their saving and spending habits? Certainly a manager should see that his employees are living within their income, and certain increases and bonuses should be paid when the business permits. I like to think of my employees as partners, and I think we should divide up to some extent the profits which they help earn. Certainly the manager of a hardware store should by all means live within his income, for if the business is to grow there must be a certain amount of the profits left in the business to take care of reverses during times of depression. There should be certain improvements made from year to year in order to keep up with the times.

Well-planned store meetings held at regular intervals are among the most satisfactory ways in which a store manager can train his employees. However, they must be well planned in advance and must be held regularly. We hold our meetings once a month, and we never postpone our dates unless absolutely necessary. Very seldom do we call in outside help, for we believe that an employee will feel free to express himself if there are no outsiders, where if we allowed visitors to attend, some employee might hesitate. The store meetings are not always conducted by the manager, but are often turned over to some member of the firm, who plans and conducts the entire meeting, selecting other members to help him with the program. One of our employees acts as secretary and minutes are kept of each meeting. We have a complete

record for many years. Store meetings not only help employees, but many times the manager will receive ideas for his organization, where otherwise the employee would never get a chance to express himself.

Because of the adoption of our present system of taxation, the entire business world has been forced to give greater consideration to accounting and records. Government is demanding its part of the profits, and by all indications we have only begun to pay our share of the taxes which must be raised in the future. No store manager should attempt to operate a business without an adequate set of records. Some kind of modern accounting system should be installed. A manager in order to properly manage a business must have facts before him at a moment's notice, so his decisions can be made quickly.

Credit service is traditional with hardware stores, and by most dealers is considered indispensable. No manager of a retail hardware store should attempt to do a large volume of credit business without first having some definite plan of how it is going to be handled. Care should be taken when we sell merchandise on credit to see that contracts are properly filled out in a legal way and proper investigation is made before the merchandise is delivered to the customer. A reasonable finance charge must be added to all time sales; this amount being added to the face of the contract or note. I do not believe that a hard and fast rule should be laid down on the extension of terms. Usually if you let customers write their own ticket, you will find that they will seldom demand your maximum terms. The same is true about the down payment. Too often the salesman informs the customer that the required down payment is 10 per cent of the purchase price, before the customer has a chance to tell the salesman that he would like to pay one-half down and then outline his own terms on the balance.

Appearance

The store manager should ever be conscious of the fact that a neat appearance is essential in running a hardware store. Well-

lighted display windows, freshly painted store fronts and modern store signs are valuable assets. Most business men agree that modern fixtures and attractive store fronts are essential to modern progress, but here again care should be taken not to invest too much of the store's capital into something that will start depreciating the day he begins to use it. Expensive store fixtures that are modern today may be antique tomorrow. Less expensive fixtures which are kept clean and neat are far more attractive to the average customer than the more expensive fixtures, especially if they are not kept in spic and span condition. When the store fixtures are too elaborate, they are apt to create the impression that the store is strictly a quality priced store, and this impression is hard to change. A store manager must keep his capital working, and if the fixture account is allowed to take away too much of the working capital it will reflect in the profits at the end of the year. Controls here are necessary.

Lack of Capital

In analyzing the cause of failures in our field, most authorities have agreed that "lack of capital" ranks first of all the causes. If this is true, then the store manager should analyze his possibilities and work accordingly. The law of averages, which is controlled to some extent by competition, will not let you do more, unless a dealer wants to sacrifice profits. Sometimes a large volume of business is not nearly so profitable as a well-planned smaller volume.

When the manager has decided on his sales possibilities based on actual facts, he should at once set up a budget to control his expense. I am a great believer in cash reserves. Cash reserves set up from time to time prove most helpful during times of emergency. Our mistakes are made during so-called good times and we usually pay for them when times are bad.

A store manager should establish connections with his bankers, so he may borrow additional capital to carry him through the peak period or rush seasons. Many use finance companies to finance their appliance sales; however, speaking from actual



experience, I have never been convinced that indorsing a large amount of paper was ever profitable. A reasonable amount of financing of this nature, I would consider good business, but it is very easy to let this part of the business get out of control.

Just how much time a business man should give to civic activities is hard to determine. Certainly an independent dealer has some civic responsibilities to the community that should not be overlooked. Never should they be overdone.

Another responsibility a store manager has is to his suppliers. As he tries to sell the public on the idea that they need a hardware store, so should he also show his suppliers that his store is the place in which to sell their merchandise. I feel that a store is rather successful when suppliers come to you to handle their lines instead of you having to go to them. Certainly the merchant today should give his suppliers a volume of business that will entitle them to give you merchandise to meet competition. He should see that buying is anticipated as much as possible and order in full packages when quantities will permit. Claims for shortages or other troubles should be made promptly. He

(Continued on page 99)

← Photo at left

Left to right: No. 1—Richard Hesse, Ace Hardware Corp.; Fred Swannell, Kankakee, Ill.; No. 2—R. M. Parsons and G. H. Story, of Stanley Tools; No. 3—Pennsylvania delegates—Hugh F. McKnight, Pittsburgh; M. C. Gay, Jr., Tunkhannock; No. 4—B. M. Hiatt, Irwin Auger Bit Co., and Chas. F. Rockwell, American Hardware Manufacturers Association; No. 5—Michigan delegates: Mrs. William Moore and Mr. Moore, Detroit; Miss Dorothy Davis, Adrian; Mr. Fred T. Wortman and Mrs. Wortman, Ionia, and Fred Taylor, Pickford; No. 6—Indiana delegates: Robert B. Kelley and Mrs. Kelley, Winamac; Paul Ulrich and Mrs. Ulrich, Indianapolis; Carl A. Miller and Mrs. Miller, Kendallville; Homer Hipskind, Wabash; kneeling—G. F. Sheely, Indianapolis; No. 7—Iowa delegates: first row—Mrs. E. A. Hansen, Mrs. Philip R. Jacobson, Mrs. C. E. Pedrick, Mrs. C. U. Chickering, Miss Ethel Dixon, Mary Chickering, Mrs. A. C. Hansen, and Mrs. H. L. Summitt; second row—Wm. A. Broquist, Des Moines; C. E. Pedrick, Douds; C. U. Chickering, Waterloo; A. C. Hansen, Holstein; L. L. Hill, Postville; H. L. Summitt, Macedonia; E. A. Hansen, Rudd; John T. Kuempel, Guttenberg; Philip R. Jacobson, Mason City; No. 8—Minnesota delegates: front row: Mrs. L. A. Luedtke, Fairmont; Mrs. N. E. Given, Bemidji; Mrs. C. A. Peick, Slayton; Mrs. F. E. Breher, Wadena; Mrs. A. L. Steinke, Pipestone; Mrs. Dan Billman, Minneapolis; second row: L. A. Luedtke, Fairmont; R. M. Stevenson, Minneapolis; F. C. Larson, Warren; C. A. Peick, Slayton; F. E. Breher, Wadena; Mr. and Mrs. J. A. Moren, St. Paul; Mrs. Vera Ladner, St. Cloud; Mrs. Johnson and Ebert Johnson, St. Cloud, and Dan E. Billman, Minneapolis, NRHA director; third row: N. E. Given, Bemidji; Al Rynda, New Prague, and A. L. Steinke, Pipestone; last row: C. J. Christopher, Minneapolis, and G. H. Ladner, Hardware Mutual Fire Insurance Co.

GOING PLACES WITH GARDEN HOSE?



GO TO TOWN WITH THESE FOUR LINES

1 SUPERTWIST® CORD HOSE. A lightweight, yet extremely durable hose that women and children can handle easily. Brown cover. Made with a reinforcement of the famous Supertwist cord.

2 GLIDE® CORD HOSE. A good hose at a moderate price. Ribbed red cover. Molded hose, reinforced with heavy double-braided cotton cords. Also available with black cover.

3 PATHFINDER® CORD HOSE. High quality at low price. Green cover. Heavy, single-braid, cotton-cord reinforcement. Also furnished with black cover.

4 OAK® GARDEN HOSE. Designed expressly for the low-priced market. Single braid, cotton-cord reinforcement, corrugated dark brown cover.

THESE FOUR LINES WILL *Take you to Town!*

MAIN lines, too, all of them, and every one with a definite destination—the gardens of more customers than you've ever had before.

Each one bears the proud Goodyear name—which means “tops” in its class. Hose for the man who pays more attention to quality than to price. Hose for the man who must shop for price, but expects quality along with it. Light, “easy-to-handle” hose for ladies who like to work their own lawns, and for younger children . . . and “something tough” to stand

up and take a beating year after year. No matter what hose your customers look for, you have it when you stock these four lines, all backed by Goodyear's world-wide reputation for uncompromising quality.

Get them in and watch them go right out! For complete details, write Goodyear, Akron, Ohio, or Los Angeles, California.

THE GREATEST NAME  IN RUBBER
GOODYEAR

*T.M.'s The Goodyear Tire & Rubber Company

NEW FREE DISPLAY STEPS UP WESTCLOX WRIST WATCH SALES!

Put this new WESTCLOX DISPLAY
on your counter
and see for yourself!

Watches attached
directly to display

Display card free

Watches at
regular prices

YOU know how display
moves merchandise.

Now put this display-merchandise in a good spot on your counter—and see your Westclox wrist watch sales step up.

Assortment consists of one Wrist Ben strap model, one Wrist Ben with metal band, one Judge and one Rocket—watches are securely attached in their individual boxes, and theft protected with a band running across the front of the display.

Occupies less than foot of space

Complete unit measures only 10½ in. high, 11½ in. wide. Lithographed in four colors. Comes ready to set up. Prices are plainly marked. Display card is free—Watches at regular prices. Order Westclox Display Assortment No. 689 from your wholesaler TODAY! Westclox, La Salle-Peru, Illinois. Division of General Time Instruments Corporation.



Now on!

**BIGGEST
WATCH PROMOTION DRIVE
IN WESTCLOX HISTORY**

Three full pages in The Saturday Evening Post June, July, and August—and a rotogravure campaign which opened last spring and continues this fall through December... millions of sales messages reaching watch prospects in every community!

To this drive add the ready acceptance of Westclox merchandise—plus outstanding beauty and value at popular prices—and you've got a watch set-up you can go to town with!

WESTCLOX



August 8, 1940

ADVANCES

Some wool flags and bunting. Welded chain and fittings. One line window ventilators. Heating boilers. Radiation. Some drills. Some steel pulpwood frames, blades. Low pressure valves. Carbon combination drills, countersinks. New billet steel bars. Some building papers. Low pressure valves. Wood preservative.

Bolts and nuts—Makers of these lines, particularly of heavy bolts, already are called upon to participate importantly in the defense program. Mills producing the smaller "hardware" sizes are still able to ship with reasonable promptness, but all plants are filling up with orders to an extent which is stiffening their price policies notably.

* * *

Roofings, building paper, etc.—The Ruberoid Co., New York City, issued a complete new price list on July 5, with general confirmation of the previous (Feb. 26) schedules. Six items of kraft and reinforced building papers are marked up 3 to 7 per cent, and Preservol wood preservative was advanced 8 to 11 cents per gallon. A decline of \$1.00 per ton was made last week by an important mid-western producer of rosin-sized sheathing paper. Shipments are still 3 to 4 weeks behind, and no quotations are left open.

* * *

Paint lines—Sales of paint lines have been affected by adverse weather, and the latest industry statistics (for May) showed less than four per cent gain over the 1939 comparison. Price levels are generally unchanged, but linseed oil declined in July. Shellac continues very strong and scarce, with import shipments delayed and very uncertain.

Anti-freeze preparations—Anti-freeze prices opened up at approximately the same level as last season. No change was made in the price of permanent anti-freeze solutions.

* * *

Ammunition—Sports Supplies—Leading ammunition makers put out price lists on July 1, unchanged except to embody the added one per cent Government emergency tax. The ten per cent excise tax on arms and ammunitions, now raised to 11 per cent, seems almost surely destined to be added also to all lines of sports equipment, which were taxed from 1933 to 1937.

* * *

Wood decoys—On July 25, Pascagoula Decoy Co., makers of wood decoys, advised its trade of an impending advance of about 20 per cent, to be effective Aug. 10, and to govern decoy prices for the remainder of the 1940 season.

* * *

Flags, bunting—Some eastern flag makers have advanced wool flag and wool bunting prices about 10 per cent. Manufacturers of woolen sports hose also state that an advance on their part seems unavoidable, due to the higher woolen markets which the Government clothing purchases have influenced.

* * *

Steel chain prices—Late in July leading makers issued new price lists on welded chain and fittings. Both the list prices and the

form of the discount on standard heavy "pound" chains have been changed, with resultant net advances of approximately 5 per cent on these classes of chain. The new list prices are intended as indicating suggested retail values. No changes are reported in discount on bright and rustproof finishes of electric welded machine coil, truck and passing link chains. Trace chain prices also were reaffirmed at the same figures as announced in April.

* * *

Malleable clevises, etc.—Fall orders for clevises are being solicited by both manufacturers and wholesalers, at prices about the same as were in effect last fall. Demand for heavy steel tractor clevises is increasing. Current orders of wagon and plow woodwork, and of steel wagon hardware are very active, and season prices announced late in 1939 are being maintained.

* * *

Window ventilators—An advance of about 15 per cent has been

A CORRECTION

On page 57 of the July 11, 1940, issue of *HARDWARE AGE*, there appeared a paragraph stating that a recent Milcor price list showed prices on stove pipe and elbows had been lowered 2½ cents per joint and 5 cents per dozen from the January Milcor price schedule, issued by Milcor Steel Co., Milwaukee, Wis. Further investigation reveals that the July 1 price sheet was actually a confirmation of prices which have been in effect since last January, and not a decline as stated in these pages. There have been no recent changes in either jobber or dealer prices on Milcor stove pipe and elbows.

announced, for the fall season, on one line of window ventilators.

* * *

Lawn mowers—Pennsylvania Lawn Mower Works, Inc., Primos, Delaware County, Pa., issued, on July 15, its early 1941 price sheets, which will, according to the company, expire Nov. 1, 1940. The company will accept only fully specified orders for complete shipment at its option not later than March 1, with spring dating. Unfilled orders, on June 30, 1941, will be cancelled. The price sheet for dealers carries a suggested five per cent discount for purchases of 25 mowers, or of

DECLINES

One line rosin-sized sheathing paper.
Linseed oil. Some steel pulpwood frames, blades.
Some galv. oil and gasoline cans.
Water furnace coils. Some cross-cut saw handles.

10 per cent for 100 mowers. Consumer prices, f.o.b., Philadelphia, are suggested, except on the competitively priced numbers.

* * *

Commercial lock sets—Reading Hardware Corp., Reading, Pa., on July 22 advised its distributors of the withdrawal of prices on all of its commercial lock sets.

* * *

Plumbing and heating—Early in July, advances were placed in effect by leading makers of 5 per cent on heating boilers, and of one cent per square foot on radiation. An important manufacturer has marked up low pressure valves about 5 per cent.

* * *

Tool lines—Wholesalers report good seasonal sales on hand tools, particularly in home or farm grades. There are increasingly urgent calls for shop and precision tools for the industrial trade.

* * *

Drills, countersinks—Bay State Tap & Die Co., Mansfield, Mass., has marked up several items of carbon combination drills and countersinks, as well as wire and ratchet drills, the mark-up approximating 10 per cent. Coe's and Prentice drills have been advanced approximately 25 per cent.

* * *

Saw handles, etc.—E. C. Atkins & Co., Indianapolis, Ind., has announced slight price reductions on five patterns of standard type cross-

cut saw handles. Prices on some of the company's line of Swedish type steel pulpwood frames and blades have changed, some items having been advanced slightly, other numbers having been slightly reduced.

* * *

Galvanized ware—Eagle Manufacturing Co., Wellsburg, W. Va., on July 15 put out a revised quotation sheet, superseding June 10 prices, on galvanized oil and gasoline cans. Several numbers are unchanged, but on others reductions, varying from a slight decline to 10 per cent mark-downs, have been made.

* * *

Bristol belt lacing—Effective July 1, the Bristol Co., Waterbury, Conn., made a change in the method of packing certain sizes of Bristol's steel belt lacing. The below sizes will now include enough assorted pieces to lace 50 inches of belting instead of 100 inches, as before. List prices have also been changed as follows:

| | | |
|-----------|-----------|------------|
| Size .00 |List | \$2.00 box |
| Size .0 |List | 1.50 box |
| Size 100 |List | 2.00 box |
| Size 10 |List | 1.50 box |
| Size 1100 |List | 2.00 box |
| Size 110 |List | 1.50 box |
| Size 1101 |List | 1.50 box |

* * *

Water furnace coils—Capitol Mfg. & Supply Co., issued a July price list on its water furnace coils, with reductions on straight loop coils of 10 to 15 per cent below the June, 1939, sheet, and a reduction on contour coils from 10 to 19 per cent was announced.

* * *

Steel reinforcing bars—Leading producers of steel reinforcing bars have advanced prices on new billet steel bars 25 cents per 100 lbs., Pittsburgh, over prices announced early in June. Extras for bending are 80 cents per 100 lbs., for light bending and 30 cents per 100 lbs. for heavy bending, representing a net increase from recent prices but which is a 10 cents per 100 lb. reduction on the extras announced last October. The 10 cents per 100 lb. minimum extra for

ADVANCES EXPECTED

Wood decoys. Woolen sports hose.

hauling within the Metropolitan or switching limits of New York, Pittsburgh, Youngstown, Buffalo, Chicago, Gary, Cleveland, Sparrows Point and Birmingham has been re-

tained but all other points now take a trucking extra of not less than five cents per 100 lbs.

* * *

G. E. sales increase—Net sales billed by the General Electric Co., Schenectady, N. Y., during the first six months of this year amounted to \$191,619,132, an increase of 31 per cent over the \$146,299,212 billed in the corresponding period last year, Charles E. Wilson, president of the company, has announced. Orders received the first six months of 1940 totaled \$212,653,314 as compared with \$169,071,646 for the same period in 1939.

* * *

Refrigerator shipments—In the largest single month's business

PRICES WITHDRAWN

Some makes commercial lock sets.

ever recorded by the refrigerator industry, shipments of porcelain enameled refrigerators increased 83.9 per cent in May over those of the preceding month, according to reports from 14 refrigerator manufacturers, as released by the National Electrical Manufacturers Association. Shipments of household electric refrigerators totaled 376,609 units in May as compared with 330,008 for the month before.

* * *

Mineral wool—Shipments of mineral wool strips and batts, used principally in new home construction, increased 51.6 per cent for the first five months of 1940, as compared with the same period in 1939, according to Wharton Clay, secretary, National Mineral Wool Association, at its annual summer meeting held recently.

* * *

Farm income—Farmers in 1939 had a gross farm income of \$9,769,000,000 from farm production and Government payments, it was reported recently by the Bureau of Agricultural Economics, U. S. Department of Agriculture. The estimate includes cash income from marketings. Government payments under conservation programs, and the value of farm products (at farm prices) retained for consumption on the farms. The 1939 total of \$9,769,000,000 compares with \$9,362,000,000 in 1938. The total for 1937 was \$10,569,000,000, and for 1936 the total was \$9,915,000,000. The

... and don't
overlook Profits in
PORTABLE HEAT!



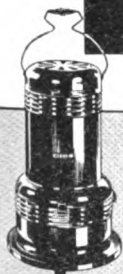
NESCO KEROSENE CIRCULATING HEATERS

Don't overlook the enormous, newly developed market for Portable fuel oil Heaters. Prospective consumers consider the **PORTABILITY** FEATURE of Nesco Circulating Heaters equal to their economy and simplicity of operation.

Nesco's new 1940 line of Portable Circulating Heaters provides clean, moist heat **WHEREVER AND WHENEVER DESIRED**. Their sale involves no expense in installation and future servicing. Due to their **PORTABILITY** all heat produced is retained within the space being heated; — none escapes through flue or chimney connection.

This new, attractive and efficient line may be had with three types of Burners — Long Chimney, Short Chimney and Needle Valve. There are many models to fill any price demand. Write for catalog and prices.

PUSH NESCO PORTABLE HEAT FOR EXTRA PROFITS



Priced from
\$5.50 to \$7.75

Free consumer circulars,
dealer mats, cuts and displays.

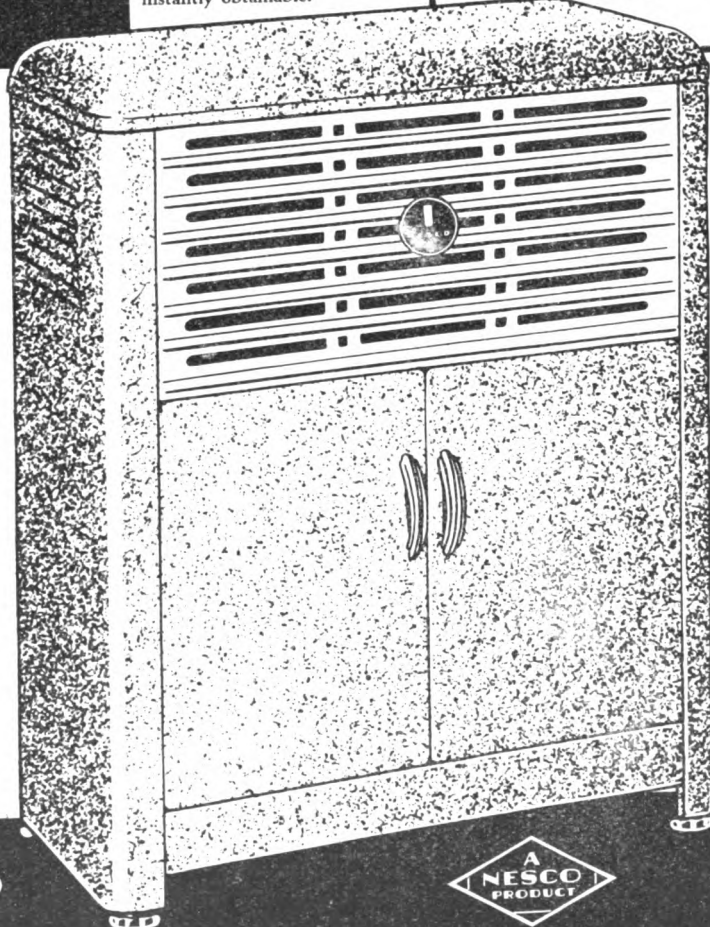
**NATIONAL ENAMELING AND
STAMPING COMPANY**

Executive Offices: 270 N. 12th St., Milwaukee, Wis.

Factories and Branches: Milwaukee—Chicago—New York—Granite City, Ill.—Baltimore—Philadelphia—San Francisco—Dallas

*Here's
Why*

- 1 PORTABILITY** — Light in construction. Easily moved where heat is desired. No installation problems.
- 2 NO FLUE CONNECTIONS** — 100% efficiency. No heat can escape through outside connections.
- 3 INSTANT HEAT** — Choice of three types of Burners — each responds instantly to a lighted match.
- 4 PERFECT HEAT CONTROL** — Any flame height desired from low to superhot easily and instantly obtainable.
- 5 RADIATED HEAT** — Attractive, scientifically constructed louvers distribute the heat efficiently.
- 6 FIRESIDE CHEER** — Models with reflector arc project flame action as old cheerful fireplaces.
- 7 LOW OPERATING COST** — Kerosene is the cheapest and most readily available fuel.
- 8 THE NAME NESCO** — Quality housewares for more than half a century; — quick sales, satisfied customers.



1939 gross income consisted of \$7,733,000,000 cash from farm marketings, Government payments totaling \$807,000,000, and products retained for farm consumption valued at \$1,229,000,000. In 1938 the cash income from marketings was \$7,590,000,000, Government payments totaled \$482,000,000, and the value of products retained for farm consumption was \$1,290,000,000.

* * *

June construction—The construction industry continued to forge ahead in June at a high level of activity seemingly unaffected by developments in Europe. Total contracts awarded last month in the 37 states east of the Rocky Mountains amounted to \$324,726,000, representing a 13 per cent increase over June of last year, according to the F. W. Dodge Corp., New York City. This record gains added significance when it is noted that private contracts rose from \$160,721,000 in June, 1939, to \$177,410,000 in June of this year. Residential building, which has been particularly strong this year, continued to

PRICES REAFFIRMED

Some roofing materials. Trace chains.
Some anti-freeze solutions.
Truck and passing link chains.

show an improvement over comparable periods last year by rising from \$111,896,000 in June, 1939, to \$135,274,000 last month. The leading individual class in the residential field continued to be the one-family dwelling built by small home owners with the intention of living in their houses. That this class should bulk so large in the residential total adds stability to the construction industry and optimism to the outlook for a continued high level of work.

* * *

Refrigerators—This year's popular pricing of the leading makes of household electric refrigerators has sharply increased their sales. These established a new monthly high in May, according to reports of

14 leading manufacturers. Reaching 358,713 units, the total compared with 254,805 in May, 1939, and with 327,922 in March, 1937, the former record month. Domestic sales for the first five months amounted to 1,431,605 units against 1,065,745 in the same period last year and 759,906 in the first five months of 1938.

* * *

Washing machines—Shipments of household washers in June totaled 112,134 units, a drop of 6.6 per cent from June, 1939. Shipments for the first six months of 1940 were 777,576, up 5.9 per cent over the same months of 1939.

* * *

Vacuum cleaners—June sales of electric vacuum cleaners established a new high record for the month, and a gain of 45 per cent over the same month of 1939. For the first six months of 1940, sales totaled 931,012 units, 32 per cent over last year's comparison, and nearly equalling the industry's record of 971,937 for the period, in 1937.

When No Price Is Mentioned

WHEN a buyer orders goods without specifying the price, how much is he obligated to pay for them? How will the extent of his financial obligation be determined?

A letter written by a buyer in a recent case simply said: "Please enter our order" and enumerated the goods without mentioning price. Eventually a lawsuit was brought to recover a balance allegedly due for the goods.

Discussing the importance of fixing a definite price in a contract for a sale of merchandise the Court said: "The general rule is that it is essential to a valid sale or contract to fix with reasonable certainty the price to be paid for the goods sold. But that rule, as most rules, is subject to certain qualifications as the parties may impliedly agree to pay a reasonable or market price or provide some method or criterion by which it can be ascertained."

Section Nine of the Uniform Sales Act provides: "The price may be fixed by the contract or may be left to be fixed in such manner as may be agreed, or it may be determined by the course of dealing between the parties.

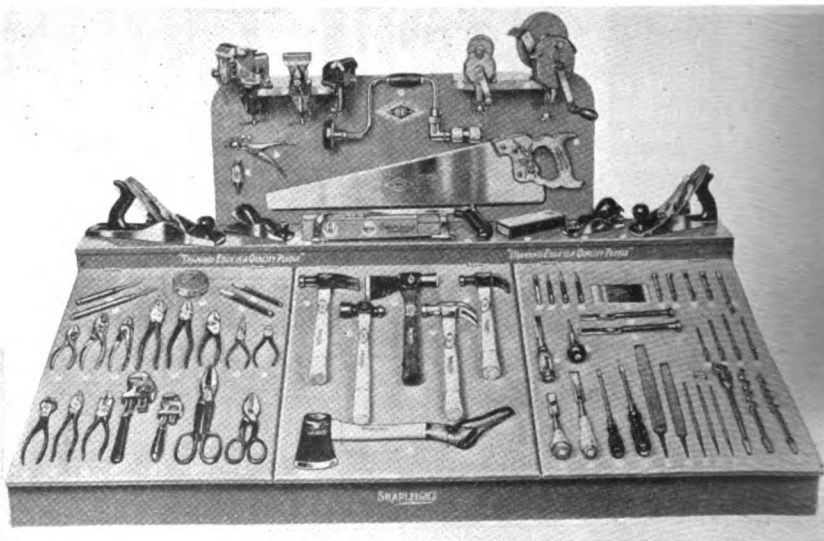
"Where the price is not determined in accordance with the foregoing provisions the buyer must pay a reasonable price. What is a reason-

able price is a question of fact dependent on the circumstances of each particular case."

The prevailing market price is usually taken to be the fair and reasonable price to which the seller

is entitled where no fixed price has been agreed upon. Safest practice is to order goods at a specified price. Then there is no reason for misunderstanding or argument about it later on.

SHAPLEIGH'S "SILENT SALESMAN" FOR TOOLS



This merchandiser is designed for use on any standard five ft. table and may also be used as a window display piece. It is 59½ in. long, 28¾ in. wide, and 28 in. high. The three panels of the top are hinged at the back and can be raised for ready access to convenient stock compartments below. Tools are wired on and a white price button provides a place to identify and mark each item. The "Silent Salesman" is furnished free to dealers with the purchase of Diamond Edge Tools by the Shapleigh Hardware Co., St. Louis, Mo.

FRED C. GARDNER

Fred C. Gardner, secretary-treasurer of E. C. Atkins and Company, Indianapolis, Ind., died July 28. He had been ill a month.

Mr. Gardner had been associated with E. C. Atkins and Company 59 years, longer than any other member of the company's personnel, and had been secretary-treasurer of the company since 1900.

Mr. Gardner was born in Farmer City, Ill., Aug. 23, 1862, the son of Anson James Gardner



FRED C. GARDNER

and Mary Watson Gardner and went to Indianapolis when he was 17 years old, where he was employed a short time by the Indianapolis, Bloomington &

FRANK S. ROST

Frank S. Rost, vice-president of the Frankfurth Hardware Co., Milwaukee, Wis., passed away recently following an emergency



FRANK S. ROST

operation. Mr. Rost, who was 77 years old, was a member of the Hardware Age Fifty-Year Club.

Mr. Rost began his hardware career in 1882 at the age of 19 in the employ of Schreiber, Conchar & Co., Dubuque, Iowa, wholesale hardware house. Three years later he entered the employ of Andrew Tredway & Sons, also

OBITUARIES

Western Railroad Company. He began his career with E. C. Atkins and Company July 1, 1881, as a general office helper.

Mr. Gardner was a 32nd degree Mason, a member of the Scottish Rite, the Murat Shrine and the Woodstock Club and was a director of the Circle Theatre Co., and Severin Hotel Co. He was a member of the Indianapolis Chamber of Commerce, the Board of Trade, and the board of directors of the Indiana Bell Telephone Company. He was also a member of the Hardware Age Fifty Year Club.

He had actively served his community in the capacities of member of the City Council, Park Board, former treasurer of the state, county and city Republican Committee, a delegate to the Republican National Convention in 1920 and a presidential elector in 1908.

Survivors are the widow and two daughters, Mrs. Jesse Fletcher of Indianapolis, and Mrs. Robert K. McConnell of Northampton, Mass.

of Dubuque, joining the Frankfurth company in 1888. He traveled in northern Iowa and southern Minnesota for six years, part of that period for Frankfurth. In 1891 the company took him off the road to make him a buyer.

While working for the Frankfurth company Mr. Rost studied law and became a member of the Wisconsin Bar Association. He was formerly a member of the Wisconsin club for many years and had been active in the Milwaukee Association of Commerce. He was a member of the Milwaukee Athletic Club and was interested in Boy Scout activities. He served as division commander in the Milwaukee Community Fund campaign of 1926.

Surviving Mr. Rost are his two daughters, a brother, Thomas Rost, a buyer for the Frankfurth Hardware Co., and two sisters.

EDWARD C. BARRETT

Edward C. Barrett, vice-president of the Barrett Hardware Co., Chicago, Ill., passed away July 30 of a heart attack in his home at Joliet. He was 76 years old. The hardware company of which Mr. Barrett was an executive was founded in 1850 by his father.

RALPH E. REED

Ralph E. Reed, 57, auditor and director of the Lee Hardware Co., Salina, Kan., passed away July 8. Mr. Reed settled in Salina when a young man of 20, and after a few years with a mercantile company he entered the employ of the Lee Hardware in 1904. He had been a director of the firm for some years. His widow, three sons and a daughter survive.

JOSEPH STELWAGON

Joseph Stelwagon, president of the Stelwagon Mfg. Co., Philadelphia, Pa., passed away suddenly July 13. He was 54 years old. Mr. Stelwagon was also a member of the executive committee of The National Association of Sheet Metal Distributors, and



JOSEPH STELWAGON

as chairman of the prepared roofing committee of that association. He is survived by his widow, and two brothers, Henry W. and Frederick Stelwagon.

GEORGE D. KRAUSE

George D. Krause, 81, president of the Geo. Krause Hardware Co., Lebanon, Pa., wholesale hardware firm, passed away recently. His end came peacefully as members of his family were gathered about his bedside.

Mr. Krause, a member of the Hardware Age Fifty-Year Club, was the third generation of the Krause family to be active in the hardware business. Following his graduation from college in 1879, he registered as a law student but later the same year entered the family business. When his father passed away in 1906 he became president of the business.



GEORGE D. KRAUSE

He also served the Pennsylvania Wholesale Hardware & Supply Assn. as treasurer for more than 25 years. He also was active in the old Hardware Club of New York City. He leaves his widow.

HARRY W. HARMON

Harry W. Harmon of Harmon & Dixon, New York City, died July 8, at his residence in Summit, N. J., after a short illness. He was in his 82nd year. He started in business with the Stanley Rule & Level Company in 1872, left them to go with Sargent & Co. of New York, and later went to London, England, as their continental representative, where he remained for a number of years. Shortly after his return to the United States he, in conjunction with George U. Dixon, formed the firm of Harmon & Dixon. Mr. Dixon died shortly thereafter. Harmon & Dixon celebrated their 50th anniversary on January 1, 1940.

Mr. Harmon was also president of the Elizabeth Hardware Company of Elizabeth and Perth Amboy, N. J. Mr. Harmon was a member of the Baltusrol Golf Club and the Bankers Club of America. Surviving is his widow Florence W. Harmon.

ARTHUR R. ROBERTSON

Arthur R. Robertson, Boston, Mass., banker, inventor, and retired manufacturer, passed away recently. He was 86 years old. About 55 years ago Mr. Robertson invented the "Robertson magnetic hammer," which he continued to manufacture. This business was recently disposed of to Gibson Good Tools, Inc., Orange, Mass.

Mr. Robertson was a trustee of the Warren Institution for Savings, the Boston Athletic Association, the Algonquin Club and Commonwealth Country Club.

CLEM D. JOHNSTON

President,
Roanoke Public Warehouse,
Roanoke, Va., and
Vice-President
Chamber of Commerce
of the United States

Asks

What Will

UNDERSTANDING—an intelligent appreciation of its problems; the substitution of progress for hot-house security; elimination of governmental restriction and regimentation; cooperation instead of obstruction, hindrance, mistrust and suspicion, and the substitution of confidence for uncertainty are some of the things that are needed by present-day American business.

THE ultimate strength of a nation is not measured in war planes, battleships, cannon, its tanks. Its true strength, rather, is in its ability to produce good materials rapidly, cheaply and efficiently; distribute and use these goods widely and economically; and so to balance its own internal economy as to provide effective employment for sustained maximum production within the limits of its income.

The phrases, "What helps business helps you" and "What hurts business hurts you," are more than mere slogans. Coined originally to counteract the insidious efforts of politico-economic tinkerers in their attempts to substitute a planned economy for our traditional free enterprise system, they have acquired a deep national and international significance.

In the first place, it was business and not politics that built this nation; and if it is to endure it can only come about through a proper balancing of business with the other elements of our national life.

If we are agreed then that our national defense, our national welfare, and our individual safety and welfare demand that we help business get on a firm footing to produce the goods and to do all of those things which so urgently need to be done, what must we do and what must we undo? What, in short, will help business?

Of course, we are all familiar with the roll call of factors that are ordinarily associated with good business practice. They include: alert and progressive management, low operating

costs, turnover, volume, sound credit policy, adequate financing, reputation and customer good will, quality products, prompt service, accurate accounting, reasonable prices, good advertising, efficient personnel, adequate housing and display. All these things are an old, familiar story to us all. We take them for granted as essentials to lasting business success.

Fundamentals

But there are other things that help business—things that are really fundamental. Let's take time to enumerate them, remembering as we do so that each of the things we mention is in process of liquidation unless present trends are reversed: Incentive to effort; friendly governmental administration; non-confiscatory taxation; employee good will; confidence in or hope for the future; no governmental competition; no interstate trade barriers; no jurisdictional labor disputes; hope of reward; the joy of working and of achievement; ability to secure license to do business; ability to guess meaning and intent of laws and administrative rulings; constitutional guarantees which protect the individual against aggression by the Government; not having to wait months for somebody's approval of your plans before you do something; no tribute to

racketeers — political, labor or plain hoodlum.

These are all things that definitely do help business. The loss of them will definitely hurt business. But what is of far greater significance, it will hurt America —undermining, weakening, and finally destroying the spirit that has made this nation what it is.

One thing that helps business is understanding—an intelligent appreciation of its problems. This most people do not have. They regard business as some sort of abstraction, not realizing that they themselves are part of business. A true understanding of business, of course, can come only from some acquaintance with its history—from some idea of how business, as we know it, came into existence. For instance, it always is somewhat surprising and a little unreal to recall that business is less than 200 years old! Prior to that time manufacture was all handwork, aided only by the crudest of tools; and the best trade then was only a glorified barter in no way comparable to the methods, practices and accepted codes of ethics of present-day business. It is also surprising to reflect that with some 5,000 years of recorded history most of the business growth and development that has occurred has taken place within the span of our own lifetime.

The reasons for this acceler-

Help Business?

and gives
the answers
at the Tuesday
morning session



CLEM D. JOHNSTON

ated development are readily apparent. Due to the impulse of freedom in government, for the first time in history men were free, and at the same time enterprise was free and open to all. As a result of the so-called industrial revolution, power machinery became a new servant of mankind. Venture capital, encouraged by opportunity, was available on a large scale. The chances for profit were limited only by the vision, industry and capacity of the individual.

Tares in the Wheat

Now is it surprising that there were some tares amid the business wheat? Chiselers, sharpers and exploiters will always be with us in some degree until human nature is basically altered. Some cutting, pruning and grubbing is admittedly necessary in such a lush growth; the question is, what are the conditions of soil preparation, planting, sunlight and irrigation that will produce the greatest harvest with the least expenditure of time, capital and effort?

Should business be kept in the hot-house of strict governmental control despite the necessarily restricted yield, or should it be permitted to grow over broad acres at the risk of blight, drought, weeds, floods, rust and rot on the one hand, and of over-production and glutted markets on the other?

The question is one that immediately answers itself in the mind of any business man, just as the proportion of open field acreage to hot-houses bears witness to the most productive and lowest cost methods of agriculture. Yet, for the past seven years, because of a single drought and a few weeds, business is finding itself forced into the glass-walled hot-house of governmental control. And coincident with this, for the first time in the history of the United States, our standard of living has shown a definite decline!

Above all and transcending all, a tragic blunder has been made. *Security* has been set as a goal instead of *progress*.

Security, however desirable it may seem in itself, is the deadly foe of progress. Progress comes most quickly and best through a system of free and open competition which automatically weeds out the non-producers, the misfits and the inefficient.

Most of the New Deal so-called "reforms," well-intentioned though they may perhaps have been, were based upon the short-sighted and utterly fallacious premise that ours is a mature economy—that our business and industry has reached the maximum in its ability to produce and to give employment, and that our people have reached their maximum in their ability to consume. Therefore (the argument goes on), there is just so much work to be done and just so many jobs, with unemployment to be solved only by a

further shortening of hours and the redistribution of the work among all available workers.

It is almost inconceivable that in the face of a surging and unending parade of new products, new methods, new conveniences, tremendous progress on every hand, we Americans permitted ourselves to be sold on the idea of a mature economy, deserting the rich fields of private enterprise where work was sometimes hard and irksome, and flocking and crowding into the hot-houses of governmental control, where we hoped to be sheltered from wind, rain, excessive sun and excessive toil.

Trouble on the Way

We owe some \$45,000,000,000 for our hot-house equipment, which is still incomplete, and we have been spending \$9,500,000,000 a year on heating and upkeep while our collections are only about \$6,500,000,000, and there is a heavy hailstorm blowing our way from Europe and the hurricane warnings are out from Maine to California and from Florida to Alaska.

We have the ability to produce. There is no shortage of agricultural products, raw materials or business opportunities. Surpluses are a greater problem than shortages. We have the factories and the workmen trained and skilled in intricate and delicate processes that excite the wonder and envy of the world. We have the greatest research laboratories and trained research staffs that the world has ever seen.

Why, then, is business plodding along in second gear? Why the unemployment? Why the unbalanced budget? What really ails business? What's holding us back? Why don't we utilize more of the extraordinary increase in our technical ability to produce

"Features that count" MAKE SUPERFEX TODAY'S MOST PROFITABLE LINE OF OIL BURNING HEATERS

SUPERFEX Is Designed to Give "Heat Where It's Wanted"—Economically!

SUPERFEX is the one oil heater that combines the most scientific principles of heating—for it gives two kinds of heat. The Heat-Director circulates warmed air that flows upward and through connecting rooms. The Heat-Director's patented shutters also direct heat where you want it. When opened wide, they direct radiant heat straight out and warm everything they strike. When directed down, the radiant rays warm the floors naturally—without draft or "blow." Quiet, furnace-type blowers are available, however, where unusual heating needs require forced circulation.

SUPERFEX Dealer Profits Are Now Greater Than Ever!

This year SUPERFEX offers a liberalized discount plan which assures dealers greater profits than ever before. And, you can count on your SUPERFEX profits because experienced engineering and sturdy construction have cut servicing to a minimum—save time and trouble on installations. Our engineers have eliminated the "bugs" that wipe out real profits.



SUPERFEX is the only oil heater with shutters that direct radiant heat outward and down to warm the floor—while also circulating warmed air through adjoining rooms.

A Complete Line—Well Established. SUPERFEX has been among the industry's leaders for 11 years. It is an established line—sound and substantial—for it is backed by one of the best known names in the business—the Perfection Stove Company, world's largest manufacturers of oil burning equipment for the home. SUPERFEX is, in itself, a complete line—but this year we introduce, in addition, the Perfection made, Perfection quality IVANHOE Line—priced especially to "get the crowds."

You Get More Selling Help When You Take on SUPERFEX! National Magazines, Spot Radio and Newspapers, together with colorful consumer literature and display material, are being extensively used this year to help you sell more SUPERFEX oil heaters. And, in addition, SUPERFEX is the best "self-salesman" on the market—so attractive, economical and efficient that it appeals to everyone.

Yes, SUPERFEX offers the ideal combination of features to both dealers and their customers. For the customer—sound engineering that assures many years of trouble-free, economical "heat where you want it". For the dealer—an established, fast-selling product, high, bankable profits and, above all, satisfied customers. SUPERFEX is truly the oil heater with the "Features That Count"! Write for complete information today. Get your share of the profits!

PERFECTION STOVE COMPANY

7256-B Platt Avenue • Cleveland, Ohio



PORTABLE HEATERS

Don't overlook profit possibilities in Perfection Portable Heaters. Fast sellers. 10 to 12 hours comfort on gallon of kerosene.

The Mark of Quality 

SUPERFEX OIL HEATERS
PRODUCTS OF PERFECTION STOVE COMPANY

wealth? In short—What will help business?

We may find at least a part of the answer in the fact that while ours is far from being a mature economy, a considerable proportion of our people are really rather well-satisfied with their present lot and with things as they are. Be they politicians, labor leaders, farmers, or business men, many of them are more interested in the maintenance of a relative "status quo" than in the possible gains from new and expanded enterprise with its attendant risk and effort.

So we see advanced or sanctioned a whole host of restrictive measures and efforts designed to cramp or stop things that would otherwise help business, help progress, raise living standards,

help the nation and help our national security. Many of these measures are well-intentioned efforts of well-intentioned minorities who are so engrossed with their own immediate problems that they fail to take into account their relation to the national picture as a whole.

We business men needn't be too smug and complacent in our virtue. Because we ourselves have been in our own way just about as bad as the rest of them. We haven't been above throwing restrictions in the path of a competitor, regardless of the ultimate effect upon the economy of the nation. We share with others the childlike faith in the power of legislation; and we are still trying to legislate advantage, profit and security for ourselves at almost every opportunity.

I don't know how you stand on the Patman Bill outlawing chain stores, but if you haven't endorsed it and fought for it you are about the first organization of independent merchants I have encountered who has not. I'm an independent jobber who depends upon the independent retailer, and I know that there are a lot of pros and cons, but I ask you, is the Patman Bill and kindred legislation the answer to the problems of competition or our business ills? Wouldn't we all squeal like stuck pigs if the thing were reversed and a confiscatory tax proposed for all independent businesses?

I solemnly warn you of a truism, an inescapable fact: Whatever power you give to a government to do things for you

(Continued on page 97)



Left to right: No. 1—Irene Hoffman, Rae Hoffman, Mrs. Geo. R. Hoffman and Geo. R. Hoffman, Toledo, Ohio; No. 2—Michigan delegation: Mrs. H. A. Daschner, Lansing; Miss Rita Hartge and Mrs. Hartge; Mrs. Grant Smith, St. Claire; No. 3—J. B. Morrison, Hibbard, Spencer, Bartlett & Co.; No. 4—New York delegates—Nicholas H. Killey, Syracuse; F. E. Pelton, Herkimer; W. E. Kidd, Canajoharie; No. 5—Thos. A. Fernley, Jr., National Wholesale Hardware Association; No. 6—Ralph S. Allen, Diamond Expansion Bolt Co.; No. 7—Michigan delegation: front row: H. A. Daschner, Lansing; Arthur Hunt, Grand Rapids; W. C. Judson, Big Rapids; NRHA director; R. T. Davis, Adrain; second row: Mrs. Chas. W. Fowler, St. Johns; Mrs. L. A. Straffon, Crosswell; Charles W. Fowler, St. Johns; Mrs. Judson and Tom Judson, Big Rapids; third row: Mrs. R. T. Davis, Adrain; Mrs. A. Hunt, Grand Rapids; G. L. Cassler and Carol Cassler, Benton Harbor; L. A. Straffon, Crosswell; fourth row: Edgar N. Kalthoff, East Detroit, and Fred J. Gartner, Wyandotte; No. 8—E. W. Candall, Orange, N. J.

Retailers and the Preparedness Program



LEW HAHN

By LEW HAHN

General Manager,
National Retail Dry Goods Association

*at the Thursday
morning session*

I NEED not remind you of the terrible things happening nor that war means the pitting of one nation's resources against another's. In back of the armed forces there must be a solid cohesive civilian population. We call this the total war. In our efforts to prepare we must realize that in the United States, up to this time, we have been consuming domestically 90 to 95 per cent of the total production in this country . . . The government is embarking on a great campaign of preparedness. This means the civilian population must be willing to relinquish certain things to the government of the United States," emphasized Mr. Hahn.

"Since, in a democracy, the rights of individuals have been raised to the highest point possible, a nation of 130,000,000 people brought up under a democratic government cannot immediately get prepared for defense," he stated. During war "a democracy must change and

gradually control passes into the hands of comparatively few people. A nation starting in dictatorship is ready to make war at once. . . . War cancels all individual rights," and it would be, he held, "ridiculous to expect transformation overnight, in a nation like ours. Therefore it will take time to develop a cohesive national spirit which will prompt our people to make sacrifices for the common good.

"There are, in this country, 1,250,000 retailers, most of them well thought of in their communities, and even the United States government doesn't begin to have the contacts with the public which they have. The War Department has asked retailers to urge young men to enlist," said Mr. Hahn. "At this juncture it is a little unfair to ask retailers to tell the sons and brothers of their customers to enlist. It is certain many people believe the present administration is heading us to-

ward war. . . . When the United States government makes it clear there is no intention of throwing this country into Europe's war you'll have no trouble getting enlistments.

"Our job," said Mr. Hahn, "is to find and provide merchandise when customers want it. As (the preparedness) campaign intensifies priorities will be issued in favor of things the government needs in industries providing things for war." Although there were transportation problems during the past war, which would not be present in another war because of the development of trucking systems, he declared that any bottlenecks in transportation in war or in a preparedness campaign that might come about would affect retailers. Merchants may, he warned, have to order merchandise earlier and as the campaign speeds up some of the young men employed by retail

(Continued on page 100)

SAYS retailers' job is to provide merchandise when customers want it. Warns that with intensification of preparedness campaign priorities will be issued in favor of government needs. This may mean merchants may have to order goods earlier if problems of transportation arise. Holds privilege of living in a democracy is something worth defending and one that must be paid for.

CONSUMERS AND RETAILERS AGREE:

"The best opener we've ever seen!"

—AND INDEPENDENT LABORATORY TESTS BACK THEM UP

Store demonstrations of Smoothcut actually *amaze* consumers and close sales in remarkably short time. Service in the home makes each user an enthusiastic Smoothcut fan whose word-of-mouth advertising produces extra traffic, extra business for the store.

These are *facts*, which you can readily verify. They square up with the findings of an independent testing laboratory, which point straight to Smoothcut's *exclusive* features as the source of its selling power. Investigate — and tap that power yourself!

Smoothcut

CAN OPENER

The opener with the **DOUBLE-ANGLE** cutter

STANDARD ALUMINUM FINISH, TO RETAIL AT **\$1.80** (\$1.90 west of the Rockies)

ALSO DELUXE MODEL, CHROMIUM FINISH

UNITED STATES TESTING COMPANY

INCORPORATED
GENERAL OFFICES HOBOKEN, N. J.

REPORT

Report Number
14006

THE REGINA CORPORATION
Rahway, New Jersey
May 29, 1940

Material tested: Five can openers identified as below:

Sample A — — — Retailing at \$1.39
Sample B — — — Retailing at \$1.79
Sample C — — — Retailing at \$1.41
Sample D — — — Retailing at \$1.89
Sample E — — — Retailing at \$1.69

Object of Test: To determine the best can opener of the five listed above which were purchased in the open market by the United States Testing Company, Inc.

Tests Conducted:

1. Comparative ease of operation.
2. Relative operating speed.
3. Comparative safety in operation.
4. Amount of metal shavings dropped into can by cutting operation.
5. Operation on cans of various types and sizes.
6. Construction detail.
7. Consumer-preference test conducted by a number of housewives.

Conclusions:

Based upon the results of the above tests, we have rated the "Smoothcut" can opener the best of the five samples tested.

We found that the "Smoothcut" can opener operates smoothly, efficiently and safely. It leaves a smooth, clean-cut opening. It does not deposit any metal chips or shavings in the food.

In construction it is superior to any of the other makes tested. The opener is also adaptable to the various types of cans containing foodstuffs.

The results of the consumer-preference test which was conducted confirm the findings of the laboratory.

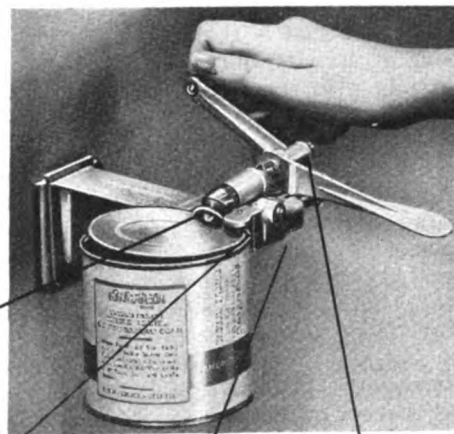
United States Testing Company, Inc.
— *Earl A. Graham*

5 EXCLUSIVE FEATURES THAT CLINCH SALES

All parts die-cast or machined. Not even the wall bracket is stamped. Strong at every point, Smoothcut assures perfect service, complete satisfaction.

Patented double angle cutter. Cuts absolutely clean, leaves no edge. Leaves absolutely no metal shavings.

Unique automatic roller-guides. Adjust themselves to cans of any shape. Hold can securely in upright position.



Compensating spring. Allows cutter to operate smoothly over heavy seams or on thick-walled cans.

Easy-pierce cam. The Smoothcut cam and compensating spring make piercing almost automatic, effortless.



WRITE for the new Smoothcut merchandising offer and fall promotion plan

Smoothcut is now available through jobbers in most sections

THE REGINA CORPORATION, Rahway, N. J.



New Frontiers

THE old land frontiers, upon which dependence was placed for economic recoveries, are gone. There are today, however, new frontiers created by means of scientific research and the application of its results to the creation of new products and new industries. Many of these products, in the fields of metals, glass, plastics, textiles, paints and rubber are already familiar to the hardware dealer and many more of them will be brought to his attention in the very near future.

FOR the past 10 years, during which we have suffered from various sorts of economic depressions, much has been heard of frontiers upon which in days gone by great dependence was placed for economic recoveries. As commonly defined, new frontiers meant the acquisition of new resources and another round of opportunities for the expansion of population, if not indeed a new market for manufactured products. With the disappearance of virgin land available to those who would claim it under the law, many have felt that all opportunity for growth and expansion has disappeared, that opportunity has gone with it, and that for the most part many must settle down to a life at least less colorful if not indeed less plentiful.

The real fact is that in many fields of activity there is a perpetually new frontier. It offers all the opportunities for success, adventure, thrills, and disappointments ever found in subduing new land and exploring unfamiliar countries. I refer, of course, to the new frontiers created through scientific research and the application of its results not only to the problems of industry but to the actual creation of new industries.

This is a comparatively recent development. Science, as we speak of it today, has a background of a little more than 200 years. It has emerged in a more easily identifiable form within the last century, and it has been given impetus within the last 50 years. Indeed, the greatest strides have occurred since 1915. All this acceleration is largely due to the fact that we are the beneficiaries of the research work of a long line of devoted scientists and the structure has

been slowly raised as individual contributors have added in the form of their own work brick by brick of new theories, proved facts, and discoveries, the accumulation of which has made possible the achievements which we laud today.

We come then to the present and what is being done in laboratories, not only in applied science but in fundamental research as well, and its influence upon your business in common with other commercial activities. I do not intend to indicate that this or that item is soon to be improved or outmoded, because of research in progress, since that might not be welcome information in several cases and being alert merchants you may be expected to know what is just around the corner in your own specialties. Instead I thought you might find more interest in some examples drawn from the miscellaneous fields which will show the definite trend always toward new and better things and which illustrate our point that there is a constantly new and improving frontier.

One cannot say that the work in a particular field is the most important, but we can list the work in metals well toward the top. Literally thousands of new alloys have been developed in the last little while, each with its own special characteristics which

suit it best for some particular application. The stainless steels, the newer bronzes, and the non-ferrous alloys under a variety of trade names are a part of this development.

You probably do not meet them so often in the hardware industry, but the clad metals have assumed considerable importance, particularly since the advent of corrosion-resisting alloys which because of their composition are fairly expensive for some applications. This difficulty has been largely overcome by a process to produce clad metal. This means that the heavy or strong base of ordinary iron or steel is provided with a coating or cladding of a corrosion-resistant alloy. Thus strength is obtained with lowered cost and a variety of such clad metals is available, made by rolling down the duplex ingot or by some electrometallurgical operation. Ingenuity in working with metal is shown by a screen with 3200 meshes per sq. in., made by electroplating a form which is stripped from a revolving cylinder upon which the form itself is electro-deposited.

The glass dress made for the Queen of Hawaii and displayed at the Columbian Exposition in 1893 made a lasting impression upon many, but that was coarse and unsatisfactory fiber as compared to the glass fiber of today.

. By DR. HARRISON E. HOWE



DR. HARRISON E. HOWE

In the extremely small size, less than 1/5000 inch in diameter, it takes on peculiar properties and after working on textile machinery makes possible the production of rope and cords, insulation for cables, cloth for a variety of purposes, including one that weighs only 4 oz. per square yard, and is useful in airplane construction. This cloth, entirely of glass, is finding its way to the table, where particularly in public places it avoids what has been a considerable loss caused by the carelessness of patrons, whose cigarettes have destroyed many a tablecloth and where spillage of fruit juices and liquors has stained cloths beyond recall. Where the fire hazard is great, glass cloth hangings are clearly indicated.

Plastics

Many items in the hardware store indicate the presence of plastics or synthetic resins. Parts of electrical fixtures, wire insulation, tool handles, radio parts are but a few of the many items. Safety glass, now that it can be cut very much like other glass and has self-healing edges, may be a part of your stock.

This is because research produced polyvinyl acetal resin, the newest of these materials to hold together glass to form the safety variety, and which because of its elasticity even at low temperatures has well earned the designation "high test" glass. The insulated wire may be covered with any one of a number of synthetic resins, particularly those that may be extruded directly on the wire. Others, like ethyl cellulose, are used as a coating for cable and at the same time may be molded for other uses where its flexibility in particular is desirable.

Plexiglas and Lucite, water-white and transparent or colored to suit requirements are quite likely to be about the place, as is Tenselite, finding a new use this year in competing with reed and similar material which heretofore had a practical monopoly in summer furniture. Plywood has been greatly improved by the use of synthetic resins which, being water-resistant, go a long way toward preventing the absorption or loss of moisture and the subsequent dimensional changes which cause warping, splitting and eventual destruction of such materials.

The modern resins began with Bakelite, for which formaldehyde and carbolic acid were the raw materials. Today there are literally hundreds of trade-marked varieties and the raw materials have grown to an extensive list. Lignin from the pulp industry and the protein in soybeans, as well as that in skim milk are among the raw materials, and great quantities of resins are made from phthalic anhydride and glycerine, from coal-tar products, and many other substances. The ease with which they can be molded, extruded, and otherwise formed, using them as such or as a binder for other materials, helps to explain the rapidity with which they have made their way into so many lines of merchandise and

Editor,
Industrial and Engineering
Chemistry,
Washington, D. C.

||

at the Thursday
afternoon session

why you may expect to find more and more of them on your shelves.

Fortunately, many strides have been taken in the pulp industry in the United States in recent years. Canada has been a chief source of our supply. It is not desirable to discontinue all importation, particularly in normal times, but it is comforting to know that through research we have learned how to utilize hardwood not heretofore included among the species suitable for pulp, that the woods of the South have come into great use, and that by the use of refined beached kraft in place of sulfite, as in the manufacture of certain papers, an economic gain is made through greater elasticity in the use of varieties for particular purposes.

The Textile Field

A great deal might be said about research in the textile field, particularly among the fibers that may be of special interest to your trade. Vinyon, a new synthetic, resists mild alkali and acid to a marked degree and so finds ready acceptance as a filter cloth in the chemical and similar industries. The same material can be used as a binder for cotton fibers and thus gives us our first satisfactory cotton felt, which will compete with wood felt, but with wool on the list of strategic materials, this is to be welcomed. Nylon, of which you have read much and which is beginning to make its general appearance in the hosiery market, is another synthetic of great promise. Those of you who handle fishing tackle will have seen nylon leaders, and perhaps used them. If you have

not had paint brushes with nylon (Exton) bristles, you are very likely to, for the material has proved itself in this field, first in tooth brushes and more recently in hair brushes.

Materials in the coating field like paints and varnishes are continually studied by scientists with a view to improvement in effect secured, durability, and other characteristics. Zein is produced from the protein of corn and after a large expenditure in research is now available for coating paper among other things to protect it from abrasion and other damage which might otherwise overtake labels, etc. Parlon is making rapid headway, particularly for outdoor painting and has been used extensively on the structures of the New York World's Fair. Its base is a chlorinated rubber.

The shortage of tung or china-wood oil for varnish has been considerably alleviated by the use of dehydrated castor oil. Great improvements have been made in paint pigments, including the introduction of titanium dioxide.

In the field of rubber there is unusual interest at present due to the war conditions and the fact that whereas 25 years ago there was no satisfactory chemical rubber, today we are producing in the United States, both developmentally and commercially, a number of synthetic, rubberlike plastics which in an emergency might well make us almost independent of imported crude rubber. Among these rubbers can be found the first synthetic rubberlike plastic to be made commercially available anywhere in the world. Thiokol, Neoprene and Koroseal have been commercially produced for several years. Their outstanding characteristic is resistance to oils and the products of petroleum, in which respect they are several times better than natural rubber.

A few months ago the American rights for the manufacture of the much vaunted Buna rubber were secured for the United States under German patents. Still more recently Butyl rubber and Ameripol were announced. The latter is being used up to 100 per cent replacement of natural rubber in a limited production of automobile tires, making possible the first products of

this kind produced entirely from American raw materials.

Much ingenuity and resourcefulness have been displayed in the use of rubber and its products. Tenselite for insulation, for tubing, and for matting is one example. Lastex and Controlastic are others of importance in the textile field and a new rubber filter cloth with 6400 openings per sq. in. is a further example.

Miscellaneous Items

We have mentioned a number of signs of progress in some of the major fields of activity and will conclude with reference to some miscellaneous items. Chemical compounds to reduce surface tension have been provided in variety within the last few years and enable water to be made wetter, by which is meant that the surface tension can be so controlled as to improve evenness and rapidity of wetting, obviously useful in textile processing, detergency, and the like. Staybelite is the trade name of a purified hydrogenated resin of permanent light color and great clarity. One of its greatest uses is in the manufacture of chewing gum. Polyvinyl alcohol, normally a white powder, is soluble in water but resists oil and grease and so is the basis for gloves to be used in the industry as well as for other applications.

Santomask is derived from organic chemicals and is a material which when added in small

quantities to paint, masks the fragrance of the fresh paint, which is objectionable to some people. A few years ago the electrostatic field was utilized to cause abrasive grains to arrange themselves on sandpaper with cutting edges faced the same way. This same principle is now being used in decorating cloth with little spots of fiber, which when secured in place with synthetic resin and finished is a great improvement on dotted Swiss.

Obviously this sort of thing could go on and on. In industry today there are no less than 2000 laboratories, to which should be added those engaged in pure and applied research in educational institutions, endowed institutes, and in State and Federal service. The objective is to do better those things now being done, to find new products which you will want to meet the demand for ever-increasing items of commerce with which to enrich our civilization, and always to learn more about why things behave as they do, for once having learned this secret, there is the opportunity of making them do what is wanted. It is from this work, carried on in continuity, that those newer things come which help to make your business an interesting game rather than a dull everyday routine. True, these activities create competition, but competition is well known to be the life of trade and can usually be met successfully by the application of research on your own account.



THEODORE CHRISTIANSON

"Monopoly in Retail Distribution"

Was the subject of an N. R. H. A. address by Theodore Christianson, former Governor of Minnesota. Pressure of space precluded publication of this message in this issue. Former Governor Christianson's address will appear in our next issue, dated August 22, 1940.

"UNCLE SAM"

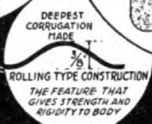
BUILT TO CONFORM TO
U. S. ARMY SPECIFICATIONS

NO. 2-29-31 HAND-DIPPED IN PURE MOLTEN ZINC

Every Feature Shown below is Exclusively its Own Result-Every Advantage Made Possible by these Features is Confined Wholly to this Can

the Superior ASH and GARBAGE CAN

PATENT
NO. 1,756,585



"UNCLE SAM" says

At last I know what I am buying!!! This Can has my approval for Standardization, Sanitation, Size, Capacity, and Nestability, Simplicity and Economizes Handling, Storage, Shipping and Cleaning.

Order the "Uncle Sam" from Your Jobber—if he cannot supply, write us. Remember "REEVES" on your wants of Wash Tubs, Water Pails, Stock Pails, Cement Pails, Fire Pails, Stove Boards, Self Drain Laundry Units, etc. Top quality — popularly priced.

REEVES STEEL AND MFG. CO.
DOVER, OHIO

HERE'S WHY

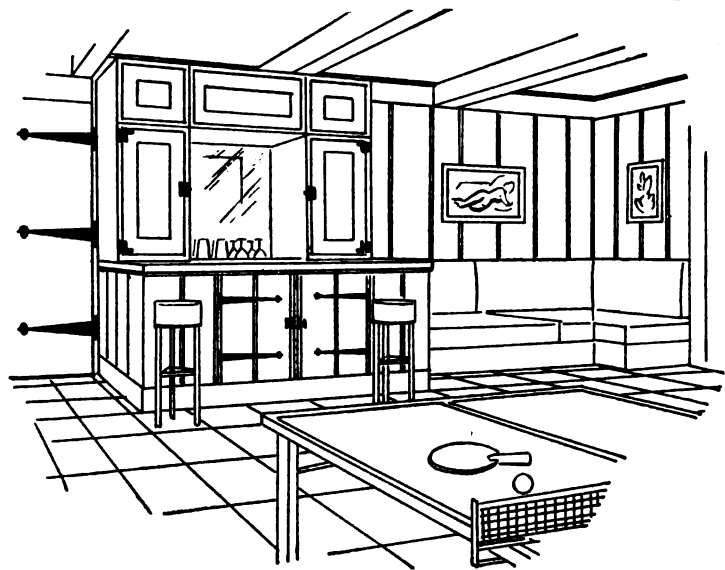
McKinney INTERIOR AND CABINET HARDWARE

SELLS EASY

For Game Rooms and Dens

- Authentic Design
- Unifies Exterior with Interior
- Easily Applied
- Maintains Finish Permanently

Because of the wide variety of styles and prices, you will find McKinney hardware the profitable line for new home owners and those planning modernization.



McKINNEY MANUFACTURING COMPANY • PITTSBURGH, PA.

75

YEARS OF DESIGNING AND MANUFACTURING GOOD HARDWARE

NEWS OF

HARDWARE AGE FOR

CROSLEY APPOINTS PETRIE V-PRES. AND GENERAL SALES MANAGER

The appointment of Robert I. Petrie as vice-president and general sales manager of The Crosley Corp., Cincinnati, Ohio, has



ROBERT I. PETRIE

been announced. Mr. Petrie is well known throughout the household appliance industry. For 15 years he was with the Nash-Kelvinator Corp. Starting as a district manager he was advanced from one position to another until in 1934 he was promoted from sales manager of the Leonard Division to sales manager for the Kelvinator Corp.

In 1927 the Kelvinator Corporation organized its own finance company for the handling of distributors' and dealers' installment paper. Mr. Petrie was chosen from the Kelvinator sales division as sales manager of that activity. Since 1938 Mr. Petrie was president and general manager of Barlow & Seelig Mfg. Co., Ripon, Wis., and director of that company's subsidiary, the American Ironing Machine Co., Algonquin, Ill.

EVANS PRODUCTS NAMES NEW DISTRIBUTORS

A. W. Shields, general sales manager of the Evanair Division of Evans Products Company, Detroit, Mich., announces the appointment of the following distributors for Evanair and Evanair products:

Appliance Wholesalers of Oregon, Portland, Ore.; Appliance Wholesalers of Washington, Seattle, Wash.; Baltimore Gas Light Company, Baltimore, Md.; B & O Radio Corporation, Newark, N. J.; Boswell-Turner Company, Hyattsville, Md.; C. L. Bradford & Associates, Chicago, Ill.; The Buhl Sons Company, Detroit, Mich.; Carolinas Auto Supply House, Charlotte N. C.; Consolidated Automotive Company, Jacksonville, Fla.; East Side Appliances, Klamath Falls, Ore.; Les M. Hildreth & Associates, St. Louis, Mo.; Holmes Hardware Company, Pueblo, Colo.; Hunter Bros., Inc., Fayetteville, N. C.; Jacobi Hardware Company, Wilmington, N. C.; Janney Semple Hill & Company, Minneapolis, Minn.; J. Korber & Company, Albuquerque, N. M.; Leo J. Meyberg Company, San Francisco, Cal.; Oil Heating De-

vices, Cleveland, Ohio; Redfeather Oil Company, Salt Lake City, Utah; The Rorefeld Company, Indianapolis, Ind.; Shadbolt & Boyd, Milwaukee, Wis.; Henry Siebert Sons, Inc., Rochester, N. Y.; Snodgrass Hamilton Company, Inc., Denver, Colo.; Southeastern Supply Corporation, Norfolk, Va.; Joseph Strauss Company, Buffalo, N. Y.; Walker Electric Company, Boise, Idaho; Waverly Heating Supply Company, Boston, Mass.

COWARD HEADS KITCHEN BUREAU PLAN COMMITTEE

Charles J. Coward, newly appointed advertising manager of the Nash-Kelvinator Corp., Detroit, Mich., has been appointed chairman of the plan committee of the Modern Kitchen Bureau, 420 Lexington Avenue, New York City, it is announced by W. H. Sammis, chairman of the Bureau. Mr. Coward succeeds J. Nelson Stewart, who has resigned as plan committee chairman.

Mr. Coward was formerly associated with the Ralph H. Jones Company at Cincinnati, and has been active in the work of the Modern Kitchen Bureau for the past three years.

CLEVELAND CHAIN HOLDS SALES CONFERENCE

Sales representatives of The Cleveland Chain & Mfg. Co. met in Cleveland June 10th, for a two-day sales conference to discuss some of the principal matters confronting the sale and distribution of welded and weldless Cleveland chain.

David J. Gemmell, general sales manager for the company, and in charge of the meeting, called on almost everyone attending for expressions on special questions pertaining to their particular sections of the country. These brief talks covered such important topics as Jobber Relations; Ideas for Merchandising Chain; Selling the Complete Cleveland Chain Line and Handling Orders with the View to Improving Service.

The company's representatives came from many sections of the country including the cities of New York, Chicago, Kansas City, St. Louis, Dallas, Atlanta and others throughout this area.

LIQUID VENEER CORP. IN LARGER QUARTERS

Liquid Veneer Corp., for over 50 years manufacturer of house furnishing, automotive, plumbing and bicycle specialties, has recently purchased a three-story building at Kehr and Urban Streets, Buffalo, with 50,000 square feet of floor space and

with plenty of land for expansion. Factory and offices, formerly occupying separate locations, will be consolidated there. Together with the installation of new equipment, this move will provide greater and more efficient production for the company's line of more than thirty products. The Liquid Veneer Corp. (formerly Buffalo Specialty Co.) was established 55 years ago by the late Oliver Cabana, Jr. The business is now headed by his son, Oliver F. Cabana, president, and Thomas B. Healey, executive vice-president.

SCHERR TO DISTRIBUTE REED MICROMETERS

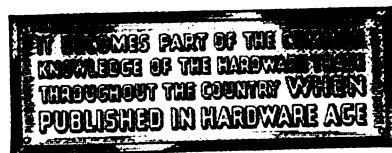
The George Scherr Company, Inc., 128 Lafayette Street, New York, announces its appointment as national distributors for the complete line of Reed micrometers, manufactured by the Reed Small Tool Works, Worcester, Mass. These micrometers have been manufactured continuously for over 30 years and include four distinct models in the 1 in. size and others from 2 in. to 6 in. The line also includes seven models of inside micrometers with various measuring capacities and two types of micrometer depth gages. The George Scherr Company maintains complete stocks of Reed micrometers at its New York address.

WOOSTER CO. FETES RETIRING SALESMAN



A testimonial dinner was given at the Wooster Country Club, Wooster, Ohio, recently in honor of A. B. Gatch, on his retirement after 16 years as salesman with The Wooster Brush Co. At the dinner C. P. Foss, on behalf of the company presented Mr. Gatch with a handsome Hamilton watch, the numerals on the dial being replaced by the full name, Albert B. Gatch. Shown in the photograph are, left to right, Walter R. Foss, president and general manager; Clifford P. Foss, vice-president, treasurer, and sales manager, Mr. Gatch, and Oscar H. Foss, vice-president and export manager.

THE TRADE



AUGUST 8, 1940

STUART M. JONES JOINS N. Y. WIRE CLOTH CO.

Stuart M. Jones has joined the sales department of the New York Wire Cloth Co., with head-



STUART M. JONES

quarters at 500 Fifth Ave., New York City. Mr. Jones was formerly associated with the sales organization of the Hanover Wire Cloth Co., Hanover, Pa.

SCHALK CONTEST AWARDS TO BE ANNOUNCED

The Schalk Chemical Co., Los Angeles, Calif., has advised that the judging of awards to winners in its recently concluded window display contest will be completed in time for publication of their names in the Sept. 5th issue of *HARDWARE AGE*. The large response and number of entries has made an earlier announcement impossible.

STEWART-WARNER CHIEF ELECTED RMA HEAD

James S. Knowlson, president and board chairman of Stewart-Warner Corp., Chicago, Ill., has been elected president of the Radio Manufacturers Association at the final executive meeting of this body held at the Stevens Hotel, Chicago, where the association was in session. For the last year Mr. Knowlson has been chairman of the set division of the RMA.

Well known in radio circles, Mr. Knowlson has been chairman of the board of the Stewart-

Warner Corporation since 1934. In October, 1939, he was elected president of Stewart-Warner, retaining the board chairmanship.

PARKER CO. PURCHASES BRADLEY & HUBBARD

Charles S. Parker, president of The Charles Parker Co., manufacturer of Parker vises, wood screws, medicine cabinets, etc., announces the purchase of the properties and business of The Bradley & Hubbard Mfg. Company, Meriden, Conn., manufacturers of lamps, grill work, gray iron and non ferrous castings.

The business of the two companies will be carried on under the name of The Charles Parker Company and The Bradley & Hubbard Mfg. Company will be known as The Charles Parker Company, Bradley & Hubbard Mfg. division.

LePAGE'S, INC., BECOMES MANUFACTURERS' NAME

After 60 years, the manufacturers of LePage's products recently changed the company name from Russia Cement Company (Gloucester, Mass.) to "Le Page's, Inc."

When William N. LePage and his partners began the manufacture of belting cement in 1876, they chose as a name for this product, "Russia Belting Cement," because it replaced "Russia Isinglass" on the American market. Therefore, in 1882 the company was incorporated as the Russia Cement Co. To make it easier for the trade to identify the products with the company name, and eliminate confusion in this respect, this new designation of the company has been adopted. No change has been made in officers, personnel or policy.

S.C.U. OFFERS RETAIL MANAGEMENT COURSE

A course in retail store management open to hardware dealers and retail merchants two evenings a week during the summer months is offered by the Southern California University College. With no entrance examinations required, hardware dealers, grocers, druggists, etc., can study

DAVIDSON NOW GENERAL MANAGER OF SAVAGE ARMS CORP.

The recent announcement of new executives of the Savage Arms Corp., Utica, N. Y., included the name of G. N. Davidson, general manager. Mr. Davidson joined the J. Stevens Arms Company at Chicopee Falls, Mass., following his graduation from Worcester Polytechnic Institute in 1915. Since the J. Stevens Arms Company and the Savage Arms Corporation were consolidated his advancement has been steady, culminating in his appointment as works manager of the Stevens Plant in 1928. Later he became manager of the arms division, supervising arms operations at the Savage Arms plant at Utica, New York, in addition to those at the Stevens Plant at Chicopee Falls, Mass.

While with the corporation, Mr. Davidson has been responsible for developing many new sporting arms models and he has also modernized and improved many of the old Stevens rifles and shotguns.

Mr. Davidson is an expert skeet-

shot, is secretary of the Massachusetts Skeet Shooters Association and a director in the Na-



G. N. DAVIDSON

tional Skeet Shooting Association. Through his efforts, he has added much to the promotion of skeet shooting in the New England States.

and discuss the fundamentals on which successful operation of retail stores is based. The total cost is \$14.50 for the six-weeks' course.

NEW "MAGIC CHEF" FILM DRAMATIZES GAS COOKERY

A new sound slide film on Magic Chef Gas Ranges, released by American Stove Co., Cleveland, Ohio, consists of two sections. The first, "The Magic Flame," dramatizes the history of gas as a fuel, and the second, "Model T Cooking," is a short drama comparing old-fashioned stoves to the modern "C/P Magic Chefs."

This film will be for showings at cooking schools, women's clubs, PTA, church and fraternal groups, home economics classes in colleges and high schools, home service and store demonstrations, adult education classes and consumer study groups.

The entire show runs about 30 minutes, and film and record are offered to dealers and utilities at nominal cost. American Stove Company has also arranged to

secure compact, portable projection machines at an attractive price. The material included in the film has also been reproduced in booklet form, for follow-up distribution at consumer meetings or in dealer's stores.

A four-page broadside announcing the film has also been prepared for dealers to mail to club presidents and other key women. The front page of this folder is left blank, to be imprinted with the local company's letterhead and local dealer letter.

ALEXANDER MILBURN CO. ELECTS NEW SECRETARY

W. Leslie Lawrence was recently elected secretary of the Alexander Milburn Co., Baltimore, Md. Mr. Lawrence has filled various positions with the company, first as Baltimore representative, then on national sales, and a short time ago became one of the company's directors. He is well acquainted in both the oxy-acetylene and paint spray fields. Mr. Lawrence succeeds Mr. Harvey H. Johnson, who passed away recently after serving the company for 25 years.

ADAMS HEADS "YOUNGSTOWN" KITCHEN MERCHANDISING

Youngstown Pres ed Steel Division of Mullins Manufacturing Corp., Warren, Ohio, manufacturers of all-steel "Youngstown" kitchens, announces that Marshall Adams has joined its or-



MARSHALL ADAMS

ganization and will direct the merchandising of "Youngstown" kitchens.

Mr. Adams brings a wide merchandising experience from the electrical appliance, heating, air conditioning, plumbing and building industries. He was formerly engaged in the merchandising of electrical appliances, refrigerators, and ranges for Westinghouse Electric and Mfg. Co., and in the sales promotion of oil burners, stokers, gas and coal heating equipment for American Radiator and Standard Sanitary Corp. For several years he cooperated actively with the F.H.A. He has also been advisor to organizations of building material and equipment manufacturers and national groups of builders.

TRAVELERS CLUB IN SPECIAL MEETING

The Southeastern Travelers Club, hardware and mill supply salesmen's organization, held a special meeting in Atlanta, Ga., on June 28 at the Ansley Hotel. Unusually well attended, this meeting featured two guest speakers, Major Lon Sullivan, Georgia's Director of Public Safety, and Captain Jack Malcolm, Atlanta traffic chief, who addressed the Travelers on Safe Highway and Traffic Driving.

The Travelers Club, organized the early part of 1940, is composed of manufacturers' salesmen calling on hardware jobbers and mill supply distributors in the Southeast. A regular dinner meeting is held on the last Friday of each month at the Ansley

Hotel in Atlanta, Ga. The club now has a total of about 50 members. Officers are: J. T. Cobb, H. B. Sherman Manufacturing Co., president; Harry Olson, Oliver Iron & Steel Co., vice-president; Harris B. Carlock, Beaver Pipe Tools, treasurer; John M. Goodwin, Southern Hardware, secretary.

WHEELER IS NEW CHIEF SALT LAKE CHAMBER

Charles L. Wheeler, president and general manager of the Salt Lake Hardware Company, Salt Lake City, was elected president of the Salt Lake Chamber of Commerce, succeeding Herbert A. Snow. He headed the chamber's



CHARLES L. WHEELER

activity fund drive in 1940 and is now serving his third term on the board. He has been active in wholesale and manufacturing activities of the chamber.

CHANGES IN G-E'S NEW YORK OFFICE

George Campbell of Schenectady, N. Y., has been appointed manager of the Buffalo office of the General Electric Company. It has been announced by H. H. Barnes, Jr., of New York City, commercial vice-president of the company. Mr. Campbell succeeds George H. Calkins, who is retiring July 1 after more than 41 years of service with the General Electric Company. Also announced by Mr. Barnes are the appointments of Ralph M. Darrin of Buffalo as manager of the Syracuse office, E. H. Aussicker of Binghamton as manager of the Schenectady local office, and E. B. Currie of Rochester as manager of the Binghamton office.

HEADS KELVINATOR ELECTRIC RANGE SALES

Steele R. Sellers has been appointed sales manager of the electric range department of the Kelvinator Division of Nash-Kelvinator Corp., Detroit, Mich. Mr. Sellers, who succeeds Harry M. Parsons, resigned, has been directly connected with the household appliance industry since 1916, and his rise to his new position includes service as a retail salesman, service man, wholesale man and merchandising and promotion man. For the past 18 years he has been in public-utility merchandising work. Before coming to Kelvinator, he was with the West Penn Power Company, where he served as merchandising manager.



STEELE R. SELLERS

ANNUAL ANGLERS' SURVEY BROADENED

The Interior Department's Fish and Wildlife Service has started its annual survey of anglers, seeking statistics on fishermen, their numbers, the number of resident and non-resident licenses issued by states, the number of aliens fishing, and related questions. The results will be published in the service's annual compendium known as "Anglers' Licenses Issued and Revenue Received Therefrom by States." It will go into circulation in September.

Directed to fish conservation and game department officials in 48 states, the 1940 questionnaire seeks principally to find the number of resident and non-resident anglers in the nation and the amounts of money they paid for license fees. The answers, the wildlife service said, will be broken down into categories indicating numbers of men, women and children, aliens, and tourists who fished in each of the states.

Also to be sought will be the names of high schools, colleges and universities where courses embracing angling are offered; the number of fish and game clubs in each state; and whether there has been an increase or decrease during the period to be covered. Other important data desired are the ratio of daily catch per angler compared with daily limit; the estimated amount of money spent by anglers for licenses, tackle, transportation, food, lodging, boats and other equipment.

These questions will be augmented this year by what wildlife officials regard as a question of considerable importance — the estimated number of miles of fishing streams. Information to be compiled from the answers, it was announced, will aid greatly in shaping future policies with reference to stream stocking and angling "load" per stream mile.



Men of the Ayres & Galloway Hardware Co., Inc., Middletown, N. Y., hardware dealers at the fourth annual picnic of the staff held at the summer home of John H. Galloway, at Highview, N. Y. Thirty-eight men and women attended the party and enjoyed beer "on the house," as well as frankfurters, hamburgers, etc. B. F. Judson, a tinsmith with the company for 35 years is seated to the extreme left and Mr. Galloway, a member of the HARDWARE AGE Fifty Year Club is seated next to him. Towering above the rest of the men, is Harold Close, first vice-president, New York State Retail Hardware Association.

TOASTMASTER INCREASES SALES COVERAGE DIVIDES EAST CENTRAL TERRITORY

In an endeavor to get closer coverage of both wholesalers and retailers in the East Central Territory which was formerly cov-



A. H. RIPPAS

ered by one representative working out of Detroit, the McGraw Electric Co., Toastmaster Products Division, Elgin, Ill., has now



HARRY DILLON

divided this one large territory into three territories.

C. Y. Goss, who formerly handled the territory out of Detroit, is now located in Cleveland, Ohio, from which point he covers northeastern Ohio, western Pennsylvania, and northern West Virginia.

A. H. Rippas was recently transferred from the New York office to Detroit, Mich., to handle the state of Michigan and parts of Indiana and Ohio.

Harry Dillon, a newcomer to the Toastmaster sales force, headquarters in Cincinnati and covers Southwest Ohio, Indiana, Kentucky, and West Virginia.

Arthur S. Miller, who was formerly electrical appliance buyer for R. H. Macy & Company, represents Toastmaster in the



A. S. MILLER

Metropolitan New York area; and Mr. G. J. Mackey, formerly of the New York office, is lo-



G. J. MACKEY

cated in Boston, covering New England and upper New York State.

HERCULES APPOINTS FORSTER TO NAVAL STORES POST

Hercules Powder Co., Wilmington, Del., announces the appointment of A. E. Forster as assistant general manager of the naval stores department. Mr. Forster joined Hercules in 1925 as a member of the explosives service division on the West Coast. In 1935 he became assistant superintendent of the Carthage, Mo., plant, and assistant manager of Birmingham, Alabama, sales office in 1937. Appointed manager of the service division of the explosives department in 1939. Mr. Forster served in that capacity until his appointment in January, 1940, to the position of assistant general manager of the explosives department.

Coupon returns show that painters want **POL-MER-IK** *Boiled*



THE GREATEST CONTROL FACTOR FOR A QUALITY PAINT JOB

PREVENTS FILM BURNING!



We've been telling Painting Contractors in the National Painters' Magazine about Pol-mer-ik Boiled. We told them about Film Burning and how it can be eliminated by the use of Pol-mer-ik Boiled, the accurate drying Linseed Oil. Their inquiries tell us they want this control factor in their work.

BETTER GLOSS—BETTER LUSTER!



We told them about the Extra Value of Cooked Oil at No Extra Cost. How the cooked oil in Pol-mer-ik makes paint brush and level better — how it increases the value of Paint Jobs by giving finer gloss and greater durability. Painters want all these extra values that Pol-mer-ik Boiled brings to their business. Are you ready to cash in on the Pol-mer-ik advertising delivered to 60,000 painting contractors?

MEET THEIR DEMANDS, WITH POL-MER-IK IN CANS!



A SIZE FOR EVERY PAINT JOB
Pints, Quarts, 1, 2, 5 gallon containers.
Available in Raw or Boiled.

The profitable way to sell linseed oil is to feature Pol-mer-ik Boiled in Cans from attractive display racks. You eliminate bulk selling losses with cans. You serve your trade instantly with a known, trade-marked, uniform quality. Mail the coupon below for full details.

Archer-Daniels-Midland Company HASCOH
Roanoke Building, Minneapolis, Minnesota

Please send me Pol-mer-ik folders
number
and the name of the nearest Jobber.

Name.....

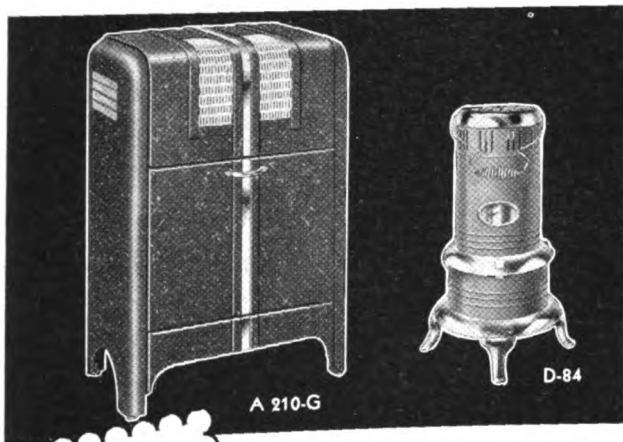
Address.....

Town..... State.....

Sell *Savoil* Heaters

5 FINISHES . . . 18 MODELS

A Bigger Profit on Every Sale



SEND FOR
NEW HEATER
CATALOG

A210G — One of twelve heater and heater-cooker models.

D84 — One of six round portable heater models.

UNITED STOVE CO., Ypsilanti, Mich.

CARLTON *Hand Decorated* CAKE SAVERS



Women can not resist the lure of their bright colors and striking hand painted designs. Useful all the year around. Patented edge seal that keeps foods clean and fresh is a special Carlton feature. Increase your profits with a display of Carlton Cake Savers. You will find women eager to buy. Ask your jobber.

The Carrollton Metal Products Co.
Carrollton, Ohio

PATMAN HOPEFUL HE CAN BY-PASS SUB-COMMITTEE AND GET ACTION ON CHAIN STORE TAX BILL

Representative Wright Patman, Democrat of Texas, has advised **HARDWARE AGE** that the recent action of the House Ways and Means sub-committee in turning thumbs down on his anti-chain store tax bill may be only a temporary setback for his measure. Mr. Patman did not reveal what strategy he expects to follow but for the present, it was indicated, he is attempting to by-pass the sub-committee's action and get the full committee to vote on the question.

Although the sub-committee did not make public the vote by which the chain store bill was definitely thrown overboard on June 19, it has been learned that the measure was tabled in a four to three division, with Chairman John W. McCormack of Massachusetts casting the deciding vote against the bill. Reason advanced by the sub-committee for killing the measure was that a punitive tax to control chain store growth could not be sanctioned by the committee

and that if legislation is sought in the future to curb the chain store system, it could not be properly handled by the Ways and Means Committee.

"There is a feeling among the members," said Chairman McCormack, "that if legislation along such lines is necessary by reason of fears or threats of monopoly, such legislation should be regulatory and not punitive."

"I have never given up a fight and I do not intend to give up this one," Congressman Patman said when asked to comment on the action of the sub-committee. "I still believe we're right and it may be that the committee's action may have the effect of stirring up the independents to greater effort."

Mr. Patman said that hardware, drug and wholesale grocers groups have been the most active to date in espousing the cause of his chain store tax proposal but that he was hopeful that other groups would get in line.

AMERICAN ASPHALT AND MARIETTA PAINT COMPANIES CONSOLIDATE

Under a plan recently approved by the stockholders of the American Asphalt Paint Co. of Chicago and its subsidiary, The Marietta Paint and Color Co. of Marietta, Ohio, the two companies have been consolidated and are now operating as one corporation known as the American-Marietta Company.

Grover M. Hermann, president of the new company, made the announcement at the general offices of the American-Marietta Company, 43 East Ohio Street, Chicago. Mr. Hermann founded

the American Asphalt Paint Co. 27 years ago, and under his direction the company has become one of the leading manufacturers of heavy-duty industrial maintenance paints under the trade name "Valdura."

The Marietta Paint and Color Co. was founded in 1897, and its president, George A. LaVallee, continues as a director of the American-Marietta Company.

The plants operated by the company are located at Kankakee, Ill.; Marietta, Ohio; High Point, N. C.; and Lincoln, N. J.

PLAQUE PRESENTED GEORGE W. MAGNO



Left to right: Sol S. Scholder, president, Electrical Appliance Dealers Association of Brooklyn; George W. Magno, past president and recipient of the plaque; Sam Klein, chairman, entertainment committee; Thomas S. Forker, chairman, Advisory Board, and Thomas W. Bolger, executive secretary of the association.

SOUTHERN MANAGER FOR GOODYEAR TIRE CO.

Appointed southern district manager of mechanical goods sales for the Goodyear Tire & Rubber Co., Akron, Ohio, with



J. L. STURGES

headquarters at its Atlanta office, this month, J. L. Sturges, former mechanical goods salesman for the company at Jacksonville, Fla., has assumed his new duties. He succeeds E. A. Filley, who resigned to become general manager of the Manufacturers Rubber Supply Co., Goodyear mechanical rubber goods distributor for the Akron area. Mr. Sturges, who has been at his Jacksonville post for the company since 1938, joined Goodyear 10 years ago, at its Detroit office on mechanical goods sales work.

WESTINGHOUSE SUPPLY HAS GRAND RAPIDS BRANCH

Owing to increased importance of the Grand Rapids, Mich., area



INWOOD SMITH

and to better enable them to take care of its dealer representatives in that market, district officials of the Westinghouse Electric Supply Company at Detroit today

announced the establishment of a Grand Rapids branch with Inwood Smith as merchandise manager.

Mr. Smith, who completed the Westinghouse Electric and Manufacturing Company's graduate student sales course, for two years has been associated with the company's Columbus, O., distributors.

HEADS MILCOR HEATING VENTILATING DIVISION

In order to provide a more complete service for the warm air and air conditioning industry, the Milcor Steel Company, Milwaukee, Wis., manufacturer of sheet metal and fireproof building products, has announced the appointment of George Schneider to the management of its newly reorganized heating and ventilating division. Twenty years' experience with Milcor has given Mr. Schneider a thorough knowledge of the Sheet Metal and Heating industries and their



GEORGE SCHNEIDER

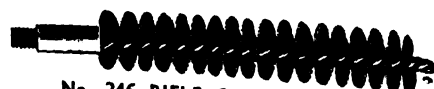
problems. He spent his first six years with Milcor in the shipping and order departments and then became a Milcor salesman. For the past 13 years Mr. Schneider has covered Wisconsin's Fox River Valley and upper Michigan territories for Milcor.

SHAPLEIGH HARDWARE CO. RETAINS J. A. CARROLL

When the Shapleigh Hardware Company purchased the Simmons Hardware Company, thereby combining two prominent St. Louis firms, James A. Carroll, veteran employee of the Simmons Company, was retained. Mr. Carroll, a leader in the Men's Ad Club, will be an unofficial "ambassador of good will" of the merged companies. He started working for E. C. Simmons as an office boy 58 years ago. Has had charge of the Catalog Department and compiled all of the catalogs since 1889 up to June 1, 1939.



SALES of Union Hardware Gun Cleaning equipment will help keep your profit score "in the black"! Remind your rifle, shotgun and ammunition customers that thorough cleaning with the proper accessories is essential for top-notch gun performance. They will appreciate the suggestion—and you will ring up another sale. Cash in on the added sales possibilities offered by the Union Hardware line of Gun Cleaning Implements, every item of which is expertly made to give years of satisfactory service. Order from your jobber. He can supply you. For a description of the entire line ask for Catalog 8.



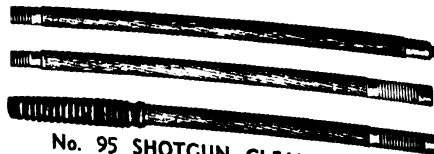
No. 246 RIFLE CLEANING BRUSH

Made in two styles—bristle or brass wire brush. Twisted core and shank. .22 to .50 cal.



No. 248 SHOTGUN CLEANING BRUSH

Adaptable to all shotgun cleaning rods. Especially designed to remove rust, lead and caking. Made with bristle or brass wire brush, 8 to 28 and 410 ga.



No. 95 SHOTGUN CLEANING ROD

Hard wood, shellacked three-jointed rod with brass trimmings, and wool swab, wire brush and wiper. 10 to 28 and 410 ga.



No. 141B BRASS RIFLE CLEANING ROD

Slotted, with removable threaded tip to take brass or bristle brush. .22 to .50 cal.





★ **NET PROFITS** month after month plus increased material sales

Find out what others think of Handy Sandy. Thousands in use paid for by rentals in a few months and earning weekly net profits. Ask us for names. Brings customers to your store who buy materials they might otherwise buy elsewhere. Easy to operate, built to stand the gaff for years. Liberal trade-in allowance. Monthly payments. Write for circular P-590.

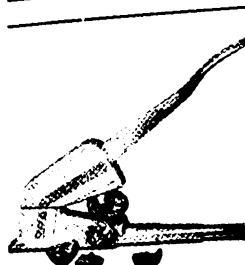


only **125.00**

F. O. B. FACTORY

The HILGER COMPANY

703-33rd Avenue — St. Cloud, Minn.



No. 9570

NUT Crackers



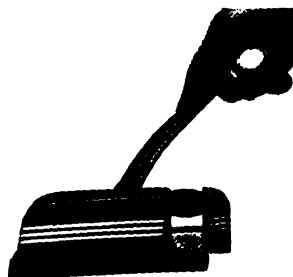
No. 9569

Four types of sturdy, easy operating Nut Crackers by Arcade. No. 9570, retailing at \$1.50, is designed and built for the express purpose of cracking native black walnuts as well as all other less heavily shelled nuts. No. 9576, retailing at \$1.50, will crack all kinds and sizes of nuts. No. 9574, retailing at \$1.00, cracks all except black walnuts. No. 9569, retailing at \$1.50, is like No. 9574 except that it has a sturdy cast iron base.



No. 9576

Write for Complete Details • Order from Your Jobber



No. 9574

ARCADE
HARDWARE & TOOLS

ARCADE MFG. CO.
1201 Shawnee St.
FREEPORT, ILLINOIS

NATIONAL CONTRACT HARDWARE ASSOCIATION MEETS SEPT. 24-26 AT PALMER HOUSE, CHICAGO

A constructive program and complete displays of builders' hardware and accessories are

tion there will be a joint meeting of manufacturers and distributors. The final day of the con-



J. HAROLD DUMBELL



J. R. RAYMER

promised for the annual convention of the National Contract Hardware Association, to be held at the Palmer House, Chicago, Ill., Sept. 24-26, 1940. J. Harold Dumbell, Fulton Bldg., Pittsburgh, Pa., executive secretary of the association, has announced that there will be a meeting of distributors on Sept. 24 and that on the second day of the conven-

vention will include a meeting of distributors and the convention will conclude with a banquet held that evening. Reservations for the convention should be made through A. C. Schey, Palmer House, Chicago, Ill.

Joseph R. Raymer, Raymer Hardware Co., St. Paul, Minn., is president of the association.

H. K. HAUCK HEADS OHLEN-BISHOP CO.

At a special meeting of the board of directors of The Ohlen-Bishop Company, saw manufacturers, held at the company's principal offices, at Columbus, Ohio, H. K. Hauck was elected

board. The resignation of E. M. Holfelner, as a vice-president and general manager, was also accepted, his former duties being absorbed by Mr. Hauck, who will be assisted by L. Fisher, appointed assistant to the president and manager of production. Other officers are H. J. Bradbury, vice-president, and E. K. Allen, secretary and treasurer.



H. K. HAUCK

president, succeeding W. C. Horr, who resigned to devote his entire time to other interests demanding closer attention. Mr. Horr retains his seat on the

FIRM MAKES, DISTRIBUTES SANDING MACHINES

Fred Ickler is now operating his own business, the St. Cloud Sanding Machine Company, manufacturing and distributing sanding machines and floor maintenance equipment. He was formerly with the Hilger Co., St. Cloud.

The main item of the line is the "5 Star General Sander." The "General" is an all-purpose machine. Sales will be made mainly through jobbers and distributors, and will be supported by advertising which is now being prepared. Factory and offices are at St. Cloud, Minnesota. The company will also manufacture and distribute floor sander parts and attachments, for the trade.

HARDWARE AGE

FRED O. CARLSON JOINS HALL & CARLSON

Fred O. Carlson has become actively associated with Hall & Carlson, Citizens Bank Bldg., Monrovia, Calif., factory representatives. Mr. Carlson brings to his new position 24 years of marketing and manufacturing experience of mechanics' tools, the past eight years of which were spent in the capacity of general manager for the Master Rule Mfg. Co., New York City. Mr. Carlson will continue to be associated with the Master Rule Mfg. Co. as executive vice-president and consultant.

The Master Rule Mfg. Co. and Sandvik Saw & Tool Corp. (New York City) Pacific Coast sales will now be handled through the office of Hall & Carlson.

DUTTON-LAINSON CO. OPENS NEW BRANCH

The Dutton-Lainson Co., wholesale hardware firm of Hastings, Neb., has opened a branch at North Platte, Neb., in order to serve better its automotive dealers in the western part of Nebraska. A full line of nationally known automotive supplies and parts will be carried.

H. S. COOK IS SALES MGR. FOR LAMSON & GOODNOW

Herbert S. Cook has been appointed sales manager of the Lamson & Goodnow Mfg. Co., Shelburne Falls, Mass. Mr. Cook was formerly associated with the Dennison Mfg. Co., Framingham, Mass., where he was a department head. His business experience includes production work as well as sales work.

TEXAS JOBBERS AND BOOSTERS MEET JOINTLY IN GALVESTON

The Texas Wholesale Hardware Association and the Texas Hardware Boosters Club met jointly, recently, for the 45th annual convention of the wholesalers' association, at the Buccaneer Hotel, Galveston, Tex. The officers and executive committee of the wholesalers were reelected. They are: president, August H. Schumacher, Bering-Cortes Hdwe. Co., Houston; first vice-president, W. B. Connally, Wadel-Connally Hdwe. Co., Tyler; second vice-president, N. F. Van Hoogenhuyze, Wm. Van Hoogenhuyze Hdwe. Co., San Antonio, and secretary-treasurer, Nat M. Johnson, *Southern Hardware*, Dallas; executive committee, chairman, Charles E. Nash, Nash Hardware Co., Fort Worth; Gus C. Dittmar, F. W. Heitmann Co., Houston; Oscar J. Koepke, Corpus Christi Hdwe. Co., Cor-

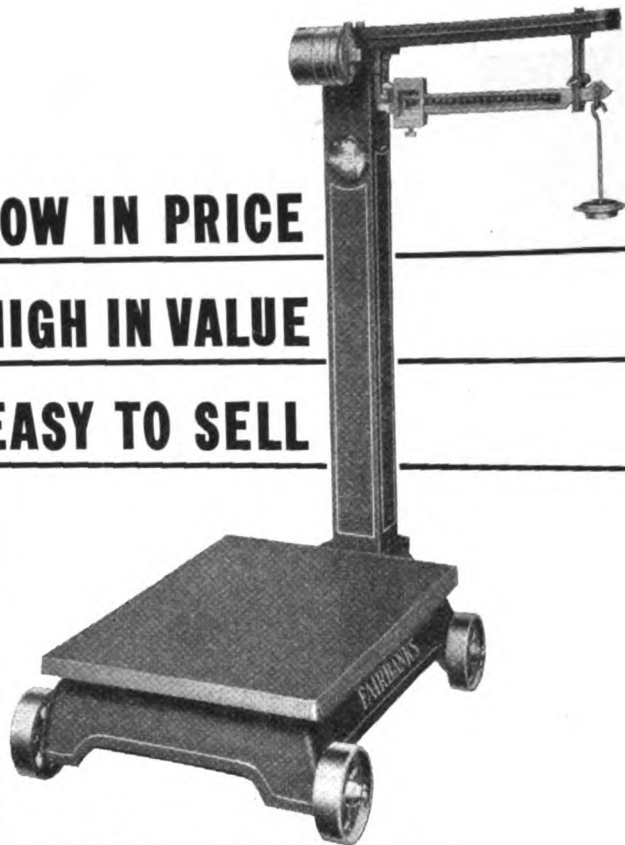
pus Christi; and D. P. Seay, Morrow-Thomas Hdwe. Co., Amarillo.

New officers of the Texas Hardware Boosters Club are: president, Dan M. Bell, Dan M. Bell & Co., Dallas; first vice-president, Fred C. Buck, U. S. Steel Corp., Houston; second vice-president, Harry A. Taylor, Plymouth Cordage Co., Chicago; secretary-treasurer, Nat M. Johnson, *Southern Hardware*, Dallas (reelected); executive committee, chairman, Frank D. Winslow, Houston; M. G. Lipscomb, Dallas; LeGrande D. Kelly, Jr., Longview; and Malcolm E. Reid, Dallas; advisory board, W. E. Love, chairman, San Antonio; Dewey Godfrey, Dallas; L. L. Sullivan, Atlanta; Carl B. Hasford, Dallas, and Dietz Lusk, Kansas City.



Seated, left to right, are W. B. Connally, August H. Schumacher, and N. F. Van Hoogenhuyze. Standing, left to right, are Nat M. Johnson, Gus C. Dittmar, Oscar J. Koepke, D. P. Seay, and Charles E. Nash, officers of the Texas Wholesale Hardware Association.

LOW IN PRICE
HIGH IN VALUE
EASY TO SELL



**FAIRBANKS ALL-METAL
PORTABLE SCALE WITH
STEEL-CLAD PLATFORM**

HERE is the scale that meets the demand on the farm, in shipping departments, tool rooms, factories, stores.

It is low in price . . . high in quality . . . and will give many years of accurate weighing service. Copper-steel alloy construction makes it the most modern scale of its kind on the market. The arrow-tip single beam with center-indicating poise is made of noncorrosive aluminum alloy which cannot rust—cannot become difficult to read. All counterpoises, weights, stem and cup, bearings, etc. are rust-proofed by the Parkerizing process. Its easy-reading poise casts no shadows. And most important of all, it is backed by the greatest name in weighing.

Available in capacities of 500 or 1000 pounds—with platforms 16" x 25" or 18" x 27".

Low price doesn't always mean anything—but when the lowest-priced scale on the market is a FAIRBANKS Scale—that means profits for you—if you stock the scale. Write Fairbanks, Morse & Co., Department 132, 600 South Michigan Avenue, Chicago, Illinois. Branches and service stations throughout the United States and Canada.

FAIRBANKS-MORSE
Scales
7707-SA40, 94

| | |
|----------------------|------------------|
| DIESEL ENGINES | WATER SYSTEMS |
| PUMPS | WASHERS-IRONERS |
| ELECTRICAL MACHINERY | FARM EQUIPMENT |
| FAIRBANKS SCALES | STOKERS |
| RAILROAD EQUIPMENT | AIR CONDITIONERS |

AUGUST 8, 1940

**Sell ROGERS
WHEN YOU SELL GLUE**

**Here's 4 reasons why it means
MORE PROFITS TO YOU**

PROTECTION—Rogers offers you protection by exclusively selling through the hardware trade and not selling to chain stores, group buyers, or mail order houses.

QUALITY—Rogers Glue is made only from select fish skins insuring clarity and uniformity . . . also produces greater strength (3800 pounds shearing strength per square inch).

PRICE—Rogers offers you several special deals assuring you of full profits so you can compete with chain stores, group buyers, etc., by offering a superior product at the same price.

DEMAND—Rogers sells for you with national advertising in Popular Mechanics, Popular Science, Home Craftsman, etc., reaching over a million consumers monthly.

FREE—Phone or write your jobber for free goods offers . . . ask him for a free display unit—To display Rogers Glue is to sell Rogers Glue.



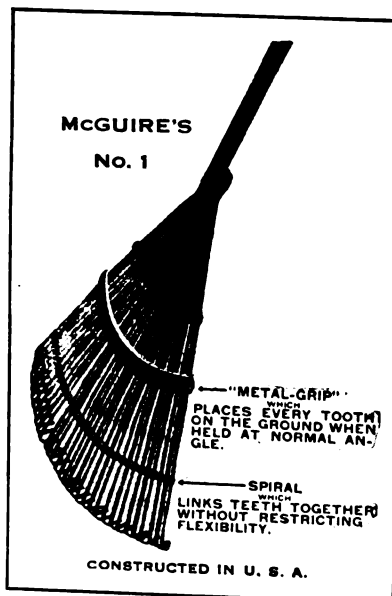
The Arched "METAL-GRIP" Keeps All The Teeth On The Ground

In the McGuire Bamboo Lawn Rake the "METAL-GRIP" is **ARCHED**. When this rake is held at a normal angle all the teeth are kept on the ground. Every tooth does its share of the work—the user derives the use of the entire width of the rake without exerting pressure. The **SPIRAL**, (another exclusive feature), links all the teeth together, but permits their free **FLEXIBLE** movement with minimum possibility of breakage.

**McGuire's
No. 1 Bamboo
Lawn Rake**

is made extra strong to give long satisfactory service. The firmly secured wooden handle is practically split proof. It is beautifully polished. Three sizes: 18", 24" and 30". Made in America by skilled American labor. Also a popular line of ordinary bamboo rakes to retail at competitive prices. Send for Literature and Discounts.

THE GEO. W. MCGUIRE COMPANY
Whitestone, Long Island, N. Y.



HARDWARE BRIEFS

ARKANSAS

The L. L. Jones Furniture and Hardware Co., Dermott, Ark., opened a new store there under the management of Woodrow Wilson, formerly of Pine Bluff.

CALIFORNIA

Lamar and Edward Yeakel have opened a new store at 1520 North Highland Avenue, Hollywood, Calif. The firm is known as Yeakel's Hardware, and the new Hollywood store follows modernization and enlargement of the North Hollywood store at 2562 Lankershim Boulevard.

CONNECTICUT

The Colonial Hardware Co. recently held a formal opening of its new store at 21 LaSalle Road, West Hartford Center, Conn. Theodore W. Brazel and Joseph G. Farrell are partners in the business.

DELAWARE

The Alfred D. Peoples Hardware is now in new quarters at 412 King Street, Wilmington, Del.

FLORIDA

The Tate-Phillips Hardware Co., Inc., Bartow, Fla., has been chartered with J. K. W. H., and A. J. Stewart as directors.

The Dunn Brothers Hardware Co., Daytona Beach, Fla., recently completed interior improvements and the installation of a new black glass store front with a new neon sign.

GEORGIA

The Hutcheson Hardware Co., Sandersville, Ga., has been sold to J. G. Boyd, of Tennille, Ga. Mr. Boyd also owns and operates the Boyd Hardware in Tennille.

E. G. and Byron Glenn, who operate the Glenn Brothers Hardware Co., Chickamauga, Ga., recently celebrated the formal opening of their new and larger quarters.

The Williams Hardware Co., Cordele, Ga., has acquired an adjacent building and has enlarged its quarters to include this space, almost doubling the size of the store.

The Horne Hardware Co., Thomasville, Ga., recently enlarged its quarters to include an

adjacent store and to provide almost double the floor space.

IOWA

H. D. Matz has purchased the Bergeson Hardware at Radcliffe, Iowa, and taken possession of the business. He plans to build up a first class stock of hardware, plumbing and heating supplies.

KANSAS

Lowell Hawley has purchased the Peterson Hardware Store at McPherson, Kan.

Frank Pendergast, of Kingman, Kan., has purchased the hardware store of C. W. Bonnell at Frankfort, Kan.

MICHIGAN

Dave Jardine is the new owner of the Ubly Hardware Co. at Ubly, Mich.

MISSISSIPPI

The Elliott Hardware Co., Oxford, Miss., operated by Quay Elliott, is the successor to the Porter Hardware Co. there. Mr. Elliott will be assisted in his new business by Pam Shaw.

MISSOURI

Vansant's Hardware and Appliance Store has been opened at Clinton, Mo.

The Hamel Hardware & Furniture Co., De Soto, Mo., recently announced a change in name to the Underwood Hardware & Furniture Co. Ownership of the store remains the same, but it will be operated under the active management of Edward B. Underwood, who has been in charge for the past two years.

NEW JERSEY

John Cullen, proprietor of the Hunterdon Paint and Hardware Co., High Bridge, N. J., is moving his store to the Baron Bldg. at Main and McDonald Streets.

NEW YORK

The Frank Simpson Hardware store of Elkland has been sold to the partnership of Frank Simpson and John B. Hurst.

Mike Palen has opened his own hardware store at 455 Main St., Poughkeepsie, N. Y. Mr. Palen has been associated with the hardware business for 40 years and was formerly buyer for the Du Bois Supply Co. for 20

years. Mr. Palen would appreciate receiving catalogs.

NORTH CAROLINA

Cecil H. Lowder recently assumed full management of the Lowder Hardware Co., Albemarle, N. C.

The Shufford Hardware Co., Hickory, N. Y., recently installed a new store front.

OHIO

Hal D. Dickinson has purchased the Gahanna Hardware Co., Gahanna, Ohio, from D. L. Williams. Mr. Dickinson has announced the business will be operated by a newly formed corporation to be known as the Gahanna Hardware, Inc., with himself as president and treasurer; Florence M. Eilber as secretary and vice-president.

OKLAHOMA

T. Terry has been made manager of the Hockaday Hardware Co., Mountain View, Okla., replacing Tom Lacy, who resigned to join the Lockstone Hardware and Appliance Co., Weatherford. Mr. Terry has been connected with the Hockaday hardware at Granite for the past 20 years.

The Clark Hardware Co., Nowata, Okla., has recently undergone extensive interior and exterior improvements.

The B. H. Rackley Furniture Store, Purcell, Okla., recently opened a hardware department.

Jack Buckley has purchased the Littrel-Johnson Hardware and Furniture Store at Sayre, Okla., and will operate it as the Buckley Hardware Co.

SOUTH CAROLINA

The Central Roofing & Supply Co., Columbia, S. C., has opened for business under the management of J. Watson Wharton, president. The firm will sell all types of building materials and a complete line of hardware. D. W. Tidwell is vice-president; M. I. Whittle, secretary, and Mrs. M. C. York, treasurer.

TENNESSEE

The Williams Hardware Co., Mt. Pleasant, Tenn., recently completed a modernization program which included installation of a new store front.

TEXAS

Lal Copeland has purchased the Williams Hardware and Furniture Co. at Brownfield, Tex.

Mr. Copeland was formerly associated with the Higginbotham-Bartlett Co. at Ralls.

Ewing and Sims Hardware Co., Sinton, Tex., recently expanded its quarters to provide more adequate space and modernized service equipment for its farm implement department. The hardware department has also been considerably remodeled.

WASHINGTON

J. C. Roush has opened the Hillcrest Hardware and Olympic Drive and Fairmont in Seattle, Wash., with a representative line of paints, hardware and fishing tackle.

Jack Barres has opened two stores in Port Townsend, Wash., where he is handling furniture, electrical appliances, hardware, stoves, heaters, and ranges.

Dean Gillenwaters has purchased the Goldendale Hardware, Goldendale, Wash., from Ed and Clifford Pike.

WISCONSIN

Gerald Annear has sold his hardware business at Sparta, Wis., and is now operating a hardware business at Richland Center. He carries appliances and small hardware.

REORGANIZE GOODRICH TIRE DIVISION

Reorganization of duties of the executive sales staff of the tire division of The B. F. Goodrich Company has been announced by Charles B. O'Connor, general sales manager of the division. A new post, merchandise manager of the division, was created and Joseph A. Hoban, former manager of retail sales has been appointed to it.

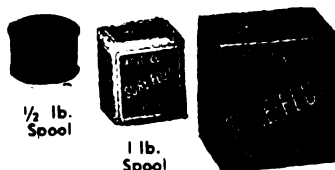
Wilson C. Bray, who has been manager of truck and bus tire sales is named assistant sales manager of the division succeeding Robert McTammany, who recently retired due to ill health. Mr. Bray is succeeded by Joseph E. Powers, who has been the company's New York district manager.

Willis C. Behoteguy, formerly manager of the automobile tire department is named assistant merchandise manager, and is succeeded in his post by Chester T. Morledge, who has been assistant manager of the department.

Guy Gundaker, Jr., is appointed to a new post, manager of budget sales and L. A. Rosenberg operating manager of the retail department.

BIGGER PROFIT

Because SURE-FLUX
Acid & Rosin
Core Solder
COSTS YOU LESS!



Also available in 10 lb., 25 lb., and 50 lb. Spools.

Our Guarantee

SURE-FLUX Acid and Rosin Core Solder is manufactured of 40% Virgin tin and 60% Virgin lead, according to A.S.T.M. Class A specifications.

We have been making core solder exclusively for 15 years.

Get This Display Carton —



Each dozen Household Cans is packed in this attractive carton. Your jobber can supply you.



New York Solder Co., Inc.
15 Crosby Street
New York, N. Y.

DESIGNED TO SELL

Heller Hardware Store Equipment, so enhances the attractiveness of your store and merchandise, that increased sales always follow a Heller installation. This statement is based on facts, actual performance records. Why deprive your business of these selling assets when the profit from increased sales will pay for the equipment. Hundreds of store owners swear by Heller equipment and its productivity. Feel free to ask for Heller's free store plans, or a sketch showing what can be done with your store and the cost.

W. C. HELLER & CO.
840 Bryant Street
Montpelier, Ohio

330 Hudson St.
New York City

Get **HELLER'S**
LOW PRICES

NEW BLACKSTONE REPRESENTATIVES IN WESTERN TERRITORY

P. S. Moynihan, sales manager of Blackstone Corp., Jamestown, N. Y., announces the appointment of Caygill & Caygill as new representatives for the states of California, Nevada,



H. E. CAYGILL

New Mexico and Arizona, effective at once. Caygill & Caygill maintain offices at 745 Mission St., San Francisco, and 2515 West Seventh St., Los Angeles, and will handle the distribution of the complete Blackstone line, including the



C. G. CAYGILL

new Blackstone perfected automatic, Blackstone wringer and "Spin-dry" type washers, and Blackstone ironers.

For 9 years Caygill & Caygill have been well known to northern California appliance dealers as distributors for the Eureka Vacuum Cleaner Co. and have represented that concern throughout all California for the past year. H. E. (Bert) Caygill has had an enviable record in the appliance selling field since 'way back in 1918, when he began as

a retail salesman. C. C. Caygill, the other half of the firm, is actually Bert Caygill's attractive wife. Her own business experience with such firms as National Cash Register and Standard Brands has qualified her to be the active and efficient assistant to Bert Caygill.

SALES APPOINTMENTS MADE FOR "SMOOTH CUT" LINE

In connection with plans of the Regina Corp., Rahway, N. J. for broadening the distribution and sale of the "Smoothcut" can opener, announcement is made by Lannon F. Mead, vice-president and general sales manager, that the following men will represent the company in presenting the "Smoothcut" line to the trade in certain territories.

James G. Sullers, with headquarters in New York City, will cover the New York metropolitan area. Joseph Umann, of Boston, will cover New England. Jack Ackoff, Philadelphia, eastern Pennsylvania and South Jersey; W. George Bautz, Milwaukee only; R. C. Dutt, of Minneapolis the State of Minnesota, and George E. Ruff, of Seattle—California, Washington and Oregon. Further additions to the selling staff will be announced later, Mr. Mead said.

HARVEY P. THELEN JOINS OWENS-ILLINOIS CAN CO.

Harvey P. Thelen has joined Owens-Illinois Can Co., Toledo, Ohio, as assistant manager of oil and paint container sales. In his new position Mr. Thelen will be assistant to Mr. Joe F. Adams and will continue to contact



HARVEY P. THELEN

users of metal packages throughout the United States. At Geuder, Paeschke and Frey, Mr. Thelen was assistant manager of steel package sales.

SIMPLIFIED PRACTICE FILES AND RASPS

Printed copies of the first revision of Simplified Practice Recommendation R6, Files and Rasps, are now available, according to an announcement of the Division of Simplified Practice, National Bureau of Standards. The simplification of files and rasps was first undertaken by the industry in cooperation with the War Industries Board in 1918. At that time the number of varieties was cut from 1351 to 619, a reduction of 54 per cent. In 1923 the industry approved the promulgation, by the United States Department of Commerce of the original Simplified Practice Recommendation which further reduced the number of varieties to 496. The current revision brings the number of stock varieties down to 377, or 76 per cent of the 1923 figure, and only 28 per cent of the number of varieties produced before 1918. Copies of this recommendation, which is designated as R6-40, may be obtained from the Superintendent of Documents, Government Printing Office, Washington, D. C., for 5 cents each.

HOLD EDUCATIONAL MEETINGS FOR "YOUNGSTOWN" KITCHEN DISTRIBUTORS

Youngstown Pressed Steel Division of Mullins Manufacturing Corporation, Warren, Ohio, manufacturer of all-steel "Youngstown" kitchens, is inaugurating a series of distributor educational meetings. The object of these

meetings is to train the distributors' men in kitchen planning and selling and to promote closer cooperation between the manufacturer and the distributor.

The first meeting of the series (a three-day meeting) with five

representatives of the V. J. McGranahan Distributing Company, Toledo, Ohio, participating, was held at Warren, Ohio, in June, and was conducted by A. D. Corey of Youngstown Pressed Steel.



Seated left to right are representatives of the V. J. McGranahan Distributing Co., Toledo, Ohio, attending the first Youngstown Pressed Steel Division distributor educational meeting: G. R. Campbell, Norman H. Cook, H. H. Carpenter, Daniel Mesteller, O. V. Yarnell. Standing are more, Marshall Adams, Mike Ondo, and Jack Gimbel.

VINING NOW PROCTOR MERCHANDISING MGR.

V. E. (Sam) Vining has become associated with the Proctor Electric Co., Philadelphia, Pa., as merchandising manager. He was



V. E. VINING

formerly director of department store sales for the Westinghouse Electric & Mfg. Co., Mansfield, Ohio.

In his new position, Mr. Vining will be associated with Roscoe E. Imhoff, general sales manager of Proctor. Mr. Vining is the author of the nationally known sales book, "Sam's Selling Hints," a compilation of his selling philosophy.

HITT REPRESENTS MOORE ENAMELING & MFG. CO. IN CALIFORNIA

The W. C. Hitt Co., manufacturers' representative, with offices at 1341 S. Hope, Los Angeles, Calif., and 1355 Market St., San Francisco, has been appointed sole representative in the state of California for The Moore Enameling & Mfg. Co., West Lafayette, Ohio. The Hitt organization will call on all classifications of trade.

The Moore Enameling & Mfg. Co. has also announced the appointment of Louis I. Albert, 1125 Broadway, New York City, to call on only the jobbing trade in the Greater New York City area. All other accounts in that territory will continue to be served by P. M. Kirchner, as in the past, and the company will continue its offices at Room 661, 200 Fifth Avenue Bldg., New York City.

CALIFORNIA RETAIL HDWE. CONFERENCE, NOV. 13

The Southern California Retail Hardware Association, J. V. Guilfoyle, secretary-treasurer, is sponsoring a retail hardware conference to be held Wednesday, Nov. 13 at the Santa Monica

Deauville Club, Santa Monica, Calif. The program opens with the oral examination of finalists in the retail hardware salesman's contest. Diplomas and certificates will be issued to the winners as well as cash and merchandise awards. At noon there will be an informal luncheon which will be followed by the opening of new merchandise displays by manufacturers and wholesalers. Later in the afternoon will be the start of conference discussions—timely short talks by leaders in the hardware industry, including manufacturers, wholesalers, retailers, etc. The conference will be concluded in the evening with an informal banquet and dancing.

SICKELS-LODER, INC., TO MOVE TO NEW QUARTERS

Offices and warehouses of Sickels-Loder, Inc., wholesale hardware distributors, now located at the Port Authority Commerce Bldg., 76 Ninth Av., New York City, will be moved to new and larger quarters at 594 Broadway, between Prince and Houston Sts., just as soon as alterations are completed. The new quarters,



A. SILBERMAN

which will be equipped with steel shelving and modern handling equipment, are approximately twice the size of the present headquarters of the company. In its new location the company will occupy space on the ground floor, basement and sub-basement, and its shipping and receiving departments will be on the Crosby St. end of the building.

The company expects to take on new lines, to supplement its present lines of hardware, housewares, tools, etc., and additional salesmen will be employed to cover a larger territory than heretofore. Officers of the company, which was started in 1848, are: A. Silberman, president and treasurer and T. Silberman, vice-president and secretary.

ANNOUNCEMENT

Due to the large number of entries received in our national Window Display Contest—plus the desire of the judges to give every photograph full consideration—it is impossible to announce the winners in August as originally promised. The complete list of prize winners will appear in the September issue of this publication. And—thanks for your patience!

SCHALK CHEMICAL CO.
LOS ANGELES AND CHICAGO

THIS HOT WEATHER
CAN BRING
YOU



This is the time of year when women look for the *easiest* way to do their housework. And the *easiest* way to clean greasy pots, pans, broilers and all kinds of utensils is with The CHORE GIRL. So put this handy little cleaner out front where your customers will be sure to see it. Display it in the window and on the counter and see what a *fast little seller* The CHORE GIRL is!

The CHORE GIRL is sold only through legitimate channels. Order from your jobber.



**METAL TEXTILE
CORPORATION**
Orange, N. J.



American Thermometer Opens N. Y. Office with Oram in Charge

J. F. G. Breen, sales manager of the American Thermometer Co., St. Louis, Mo., has announced the opening on Sept. 1 of an eastern branch office at 30 Church St., New York City. Ray C. Oram, Jr., will handle sales for the New York and Philadelphia territories, embracing New York, New Jersey, Pennsylvania, Delaware and Maryland, and will be in charge of the office. Sales have been handled by the Mann Sales Co., Mamaroneck, N. Y.



J. F. G. BREEN

PYREX WARE CELEBRATES 25TH ANNIVERSARY

This year, "Pyrex Brand" ware is celebrating its 25th anniversary, which is to be the theme of a large advertising and sales promotion campaign appearing in 19 national magazines and newspapers. The campaign will break Sept. 6.

Featured in the campaign will be the new "Pyrex Tablesaver," a hot-dish glass tile which has such extra uses such as an ash tray, a snack server, or a coaster. Corning Glass Works, Corning, N. Y., is planning to send a monogrammed "Tablesaver" to every woman who sends in 35 cents and a label from a "Pyrex" dish.

To round out the complete campaign, there will be available itinerant window displays and a new two-year display service for department stores. Coupled with this display service will be a new consumer folder and new display signs. In addition there will be complete, free kits of window and counter display material with a free pie plate rack to progressive dealers.



RAY C. ORAM, JR.

CELEBRATES 25TH YEAR AS ATKINS MANAGER

On August 1, C. J. Hendryx, manager of the Atlanta, Ga., branch office of E. C. Atkins and Co., Indianapolis, Ind., manufacturer of saws and related equipment, celebrated his 25th anniversary as an Atkins branch

manager. Hundreds of congratulations and good wishes from personal and business friends and members of the Atkins organizations helped to make the day a memorable one for Mr. Hendryx. His 25 years as Atlanta branch manager were preceded by 16 years of work in



C. J. HENDRYX

other capacities, making his record one of 41 years of uninterrupted service in the employ of E. C. Atkins and Co.

B. W. JONES LEAVES PURITAN CORDAGE MILLS

B. W. Jones has resigned his position as sales manager of the Puritan Cordage Mills, Louisville, Ky., Mr. Jones, better known as "Biff" Jones is now making his headquarters at 1908 Lincoln Liberty Bldg., Philadelphia, Pa.



B. W. JONES

HOUSEWARES BUYING ACTIVITY HIGH AT ATLANTIC CITY SHOWING

1941 Show may be held there.
Organization of a national
federation or House Furnishing
Institute considered in resolution.

A brisk upturn in business in the housewares and home furnishings field was indicated at the New York Housewares Manufacturers Association show held in Atlantic City, N. J., the week of July 7. There was no evidence of price increases in the lines shown and prices were more stable than at previous shows.

Joseph A. Kaplan, president of the association and president of Comprehensive Fabrics, Inc., distributors of "Koroseal" stated: "The renewed activity in real estate, the reawakened interest in the home, the unprecedented number of marriages, plus, of course, the rearmament program, reflect itself in a demand for better home equipment."

There were 412 exhibitors at the show, and among the outstanding features were the stainless steel cooking utensils. Many lines are in the popular price ranges, and manufacturers feel that the demand for these items is greater now than at any other time. Matched electrical appliances is another new feature,

stressing better quality in design. More attention is paid to utility—utility plus eye appeal and functional in its most attractive form.

Expressing what is believed to be the general sentiment of the trade, about 200 buyers and merchandise managers at a luncheon meeting of the National House Furnishings Buyers Club unanimously adopted a resolution favoring the idea of holding of the show in Atlantic City again next year, provided the board of directors of the association is able to make necessary arrangements. The buyers also adopted a resolution opposing any reduction of cash discounts from two to one per cent and voted to form a national organization. The latter resolution reads as follows:

"Whereas there are a number of housewares clubs and Pot & Kettle Clubs now functioning successfully in key cities of our country, each including in its membership the leading men from the manufacturing, distrib-

uting and buying field and to coordinate the activities of these local groups and to study and treat the many trade and industry problems of a national nature in the interests of all, and Whereas there is need to build for the future of this great industry—to provide for the protection of those active and the care of those who become inactive after long and honorable careers who may need help and to provide a basis for national research and promotion, and Whereas there is need for a central body, representative of all interests to cooperate with our government and coordinate our industry activities in National Defense Program, Therefore, be it resolved that our national chairman, Mr. DuBoff, be authorized to establish such a committee including the presidents and vice-presidents of all Pot & Kettle and Housewares Clubs and other leaders, with a view to perfecting a nation-wide federation or institute comparable in scope to the Steel Institute."

County Fairs a Stimulant to Major Appliance Sales

(Continued from page 21)

the information about the products in which they are interested and we try to close the sale at the booth."

One or two washing machines are operated all the time. Several towels or other articles of



Mr. Ole-son (right) and his son are in the booth most of the time.

clothing are placed in the tub so that people can see the action of the water. One or two heaters are demonstrated, as this merchandise is very timely during the fair period. New merchandise is shown and more than 50 prospects for complete heating and air-conditioning units have been obtained in a single year.

"Displays at fairs have a number of advantages," says Mr. Ole-son. "Most of the individuals attending, especially the farmers, are exhibitors. They are showing their stock and are interested in seeing the exhibits of other people. These men and women have time to watch demonstrations. A few people watching a product in operation will attract other people. It is very important that all items shown be merchandise that can be presented in operation."

O. W. Ahl's Address

(Continued from page 50)

There can be no solution to the problems which I have mentioned until there is an agreement as to fundamental principles. Looking over other fields of distribution we find that neighborhood grocery stores and small delicatessen shops are competing with the large food chains. Their competition is not a matter of price but rather one of convenience. In other fields of distribution there are similar independently owned stores that furnish the consumer a certain convenient type of service at a high cost. Such stores do not pretend to compete on a price basis. I believe there will always be independently owned service type of hardware retailers, but they will always be at a price disadvantage when competing with more efficient distributors.

It is hard for me to believe that the type of retailer as represented at this convention would be content to fall into this class, but, at the same time, I cannot see any other class into which he could fall until he recognizes these same fundamental principles which I have attempt-

ed to outline. When dealers fail to avail themselves of opportunities now at hand, when they fail to recognize acknowledged and proven principles of merchandising, the solution sometimes seems hopeless. There is a definite understanding of the problem by some jobbers, and there is definite inertia from most retailers. Our American system of free enterprise is founded upon economical operation. The present wholesaler-retailer system cannot continue on a merchandising basis when it includes costs that are not encountered by other methods. Someone is going to find the answer, and it is entirely possible that in the not-too-far-distant future our independent hardware retailers will be confronted with a new type of dealer whose merchandising operations are scientifically directed from a central source and whose method of operation eliminates the unnecessary costs that I have referred to. It may not be a pleasant prospect to face, but it has had to be faced in the distribution of other lines of merchandise.

Shelby BARREL BOLTS

On items of Building Hardware in every day demand, it pays to standardize on a well balanced line. Barrel bolts are a good example.

Shown here are two of the popular Shelby designs. Available in all standard finishes—



Japan,
Cadmium,
Bower Barf,
Brass,
Nickel,
Antique
Copper,
Bronze.

Both styles are of wrought steel. The standard weight bolt comes in 2½", 3", 4", and 6" sizes and the extra heavy bolt in 4" and 6" sizes. Furnished with universal strikes if specified.

Your jobber can make prompt delivery.



THE *Shelby*
SPRING HINGE CO.
SHELBY, OHIO

Changes

New products and new trade names are constantly being added to the listings for the next Directory Number of **HARDWARE AGE**.

Therefore, if you do not find in the current issue of the Directory Number the product you are interested in, write to the "Who Makes It" Editor. He'll be glad to serve you.

HARDWARE AGE

100 E. 42nd St., New York City

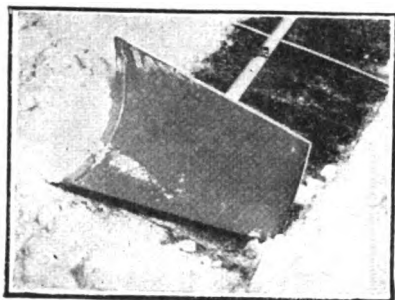


WHAT'S NEW

New and Improved Merchandise—Display Helps—Sales Literature—

Hamlin "Sno-Plow"

Has a lift hump in blade, which slides over cross-seam, crack or bump in sidewalk, when handle is tilted down. Made



of heavy gage steel, sturdy and strong. Finished in bright read with white ash handle, 54 in. long. Blade is 20 in. long, taper 7¼ in. to 15½ in. Suggested retail selling price, \$1.00. *Hamlin Metal Products Co., Akron, Ohio.*

1941 Schick Shaver Line

Schick Dry Shaver, Inc., Stamford, Conn., announces the new hollow-ground 2-M cutter head and the 1941 Schick Shaver line is based on the new hollow-ground 2-M head and a beautiful styling and packaging job. The new line is headed by the "Colonel" model, illustrated, retailing at \$15. Styled in rich ivory plastic with gold trim and "Whisk-its," it has a radio static suppressor built in. With it comes an alligator tuckaway case, with heather plaid lining. Companion of the "Colonel" is the new "Flyer," in burgundy with silver trim and "Whisk-its." It retails for \$12.50, with a soft leather "E-Z" pack case. The new "Colonel" may also be obtained in the "Dress Kit," pigskin-covered metal case with a mirror in the top lid, enabling the consumer to use it at his desk or wherever

he may wish. The "Colonel Dress Kit" retails for \$17.50. Prices will begin, however, at \$9.95 retail for the Schick "Captain," complete with "Whisk-its" and the regular "Speed King" head. Extra-profit introductory offers to retailers will be available until Sept. 14. Offer "A" affords the opportunity of getting seven items at a price which will return a gross profit of 45.37 per cent. Offer "B" will afford the opportunity of getting four items at a price which will return a gross profit of 42.5 per cent. With a minimum purchase of two



"B" offers or one "A" offer, retailers will get a handsome new crystal-plate "Sell-Case" that holds all Schick models of the new line.

Reeves Stove Board

An improved stove board is now being made in eight standard sizes by the *Reeves Steel & Manufacturing Co., Dover, Ohio.* This steel-topped ¼-in. masonite board offers the following features: machine pressed metal edges on underside prevent damage to floor covering; raised decorative edge bead; rich harmonious baked lacquer finish; warp-proof—stays flat on floor; curl-proof edges and corners to prevent dust trapping; stain-proof.

Builders' Hardware Catalog

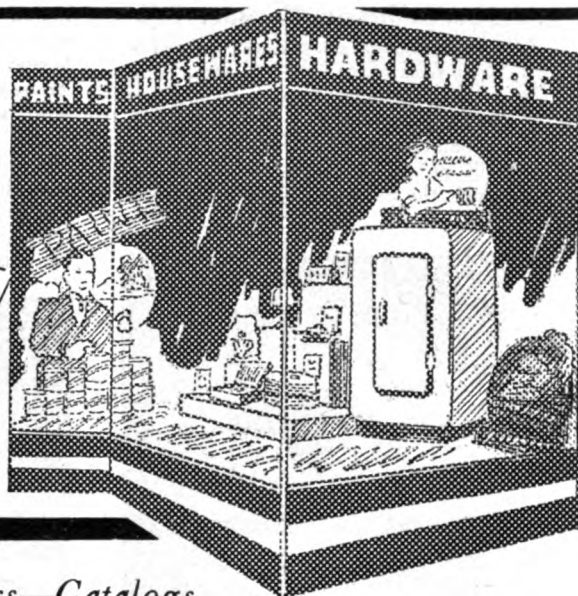
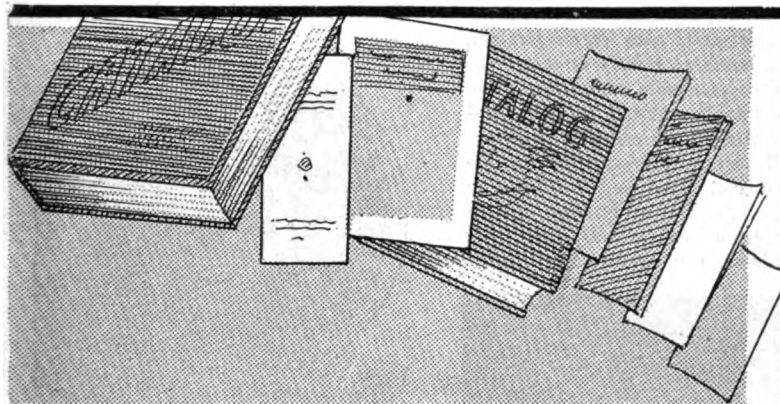
The Oscar C. Rixson Co., 4450 Carroll Avenue, Chicago, Ill., builders' hardware manufacturer for 40 years and a leading manufacturer of checking floor hinges, has issued a new catalog. No. 5, of 100 pages, covering its complete line of products. These include floor checks, concealed overhead door checks, semi-concealed overhead door checks, surface overhead door checks, checking pivots, threshold, hinges and pivots, casement window operators, holders and bolts, door holders and transom operators, and floor check and door check parts. The volume also includes a comparative list of symbols relating to standard finishes.

"Stanley" Vacuum Bottles

These vacuum bottles have stainless steel linings and are said to be chip-proof, crack-proof, break-proof, and



rust-proof. All-steel containers are electrically welded into single, unbreakable units. Baked-on "Metaloid" finishes, durable and attractive with chromium-plated, non-tarnishing bottom bands and cups. Made in pint, quart, and two-quart sizes. *Stanley Insulating Co.,* sole agents, *Landers, Frary & Clark, New Britain, Conn.*

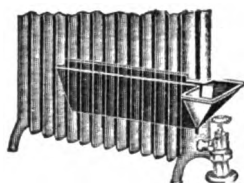


for Retail Hardware Stores

Window Trims—New Packages—New Colors—Catalogs

"Fulton Healthifier"

No. 184—is inserted in center of radiator where the heat (and evaporation) are greatest. Evaporation is said



to be greatly increased by the use of a felt absorption pad. Can be inserted at bottom of radiator or suspended near the top, at either end. Can be inserted in opening as narrow as $\frac{5}{8}$ in. Made from one-piece of rust-resistant material, without solder. *Patent Novelty Co., Fulton, Ill.*

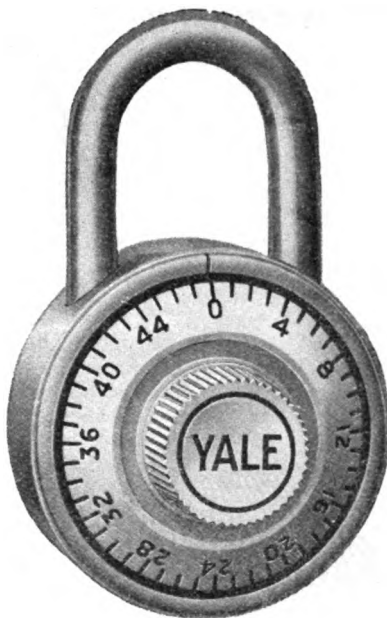
Barcalo Tool Catalog

The *Barcalo Mfg. Co.*, Buffalo, N. Y., has issued an attractive new catalog of 26 pages showing its wrenches, pliers, tinner's snips, screw drivers, ball pein hammers, tool kits, auto creepers, wrench sets, etc. Included in the catalog are many display board assortments.

Yale Padlock Deal

To help dealers cash in on school business, as well as to increase over-the-counter sales, *The Yale & Towne Mfg. Co.*, Stamford, Conn., announces the newest addition to its line, the 515 Combination Padlock. Dealers get one padlock and a handsome display card absolutely free with a dozen locks. This deal is known as the H515 and shows a margin of 62½ per cent. According to Yale, the padlock itself is one of the best ever offered in its price class. It is finished in baked aluminum, set off by black dial numbers, with an attractive

rust-proof case that will catch the eye. This deal closes Sept. 2, and can be obtained through your wholesaler by ordering the H515 deal.



Auger Bit Catalog

The Irwin Auger Bit Co., Wilmington, Ohio, has issued a new auger bit catalog, No. 41, designed specifically for jobbers and distributors. The catalog includes all the company's stock items and according to the company puts into one book the most complete wood boring line in the widest price range. Color is used throughout the catalog to make the presentation of the items more interesting and attractive. The Irwin Auger Bit Co. will also make available, shortly, a special catalog for hardware dealers, including items in which dealers should specialize.

Yard Light

A new, popular-priced yard light, called "Handi-Lite," has just been announced by the *F. D. Kees Mfg. Co.*, Beatrice, Nebraska. The Kees "Handi-Lite" comes completely wired, ready to plug in. An adjustable bracket permits temporary hanging or permanent installation, and fastens anywhere. This makes it possible to put up "Handi-Lite" either indoors or out. The reflector is all metal with aluminum finish and porcelain socket for 100 or 150-watt bulbs.

Hollow Ground Cutlery Deal

No. K18-HG dealer assortment of all hollow ground cutlery is packed in a sturdy orange or blue display box. No charge over bulk packing for display unit. Assortment consists of 18 pieces, list \$16.00, six No. 426-HG, Handy; six No. 418-HG, 8-in. lunch slicer, and six No. 4417-HG 7-in. butcher. Hollow grinding, maker states, makes the knife hold a keen, sharp edge longer and reduces resharpenings. Concaving back of cutting edge is said to give clearance so that material being cut does not cling to blade sides. *Russell-Harrington Cutlery Co.*, Southbridge, Mass.



New Bathroom Product

A new product especially created by *Congoleum-Nairn, Inc.*, Kearny, N. J., for sealing joints between bathtub and wall in bathroom installations of built-in bathtubs and "Nairn" wall linoleum will be ready shortly for distribution under the name of "Nairn Tub Moulding."



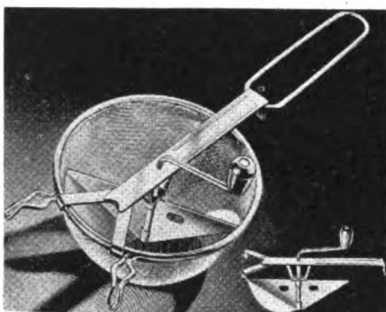
It is a specially designed rubber fillet strip of sponge rubber faced with solid rubber to provide a permanent, water-tight, decorative and sealing joint around the tub and wall. Primarily designed for use with "Nairn" wall linoleum, the new product may also be used with tile or other wall finishes. "Nairn Tub Moulding" will also serve as a protective seal and joint between floor and tub. It is said to be flexible, will follow contours of the tub, and will accommodate seasonal movement between tub and wall without breaking the seal. The new material is carton-packed, with a 15-ft. strip of "Nairn Tub Moulding," proper amount of adhesive, an applicator brush and an instruction folder. The hard rubber outer surface of Nairn Tub Moulding is said to be impervious to soap and hot water; the special sponge rubber backing has high distensibility to assure easy accommodation to expansion or contraction of the space to be sealed against leakage or drip.

Kitchen Tools



Two new kitchen tool items announced by the *Edward Katzinger Co.*, 1949 N. Cicero Ave., Chicago, Ill., are the "Miracle" revolving masher-strainer and a line of utensils in the 10-cent class with "hang-up" holes in the handles. The strainer, combining mashing and strain-

ing operations, consists of a six-in. diameter, coarse mesh, wire handle strainer, having a number of daily kitchen uses. An easily detachable nickel-plated rotator is quickly inserted into the bowl of the strainer and held in place by a clip. Revolving masher unit has an enameled gear knob and is simple to operate. The line of kitchen utensils include spoons, egg beaters, cake turners, strainers, can openers, etc. There



are 14 styles of strainers; 17 styles of kitchen utensils and three egg beaters plus an attractively lithographed metal rack with hooks. Utensils are bright nickel plated, with deep protective ferrules, and comfort-grip natural hardwood lacquered handles.

"Silver Sweep" Lawn Rake



This "Silver Sweep" lawn rake manufactured by the *G-H Specialty Co.*, 3408 N. Holton Street, Milwaukee, Wis., features a new principle of design which is said to keep every prong in even contact with the ground regardless of the angle of raking. Sturdily constructed of a special light-weight metal alloy for additional handling ease, both rake-head and prongs are cadmium plated to prevent rusting. A full sweep of 18 in. is provided by 22 flat metal prongs. The solid wood handle, which is 47 in. in length, is attractively finished in jade green. Rake measures 58 1/4 in. overall. Shipping weight, 20 lb. per dozen. Rakes are packaged 12 units to the shipping carton.

Master Padlock Deal



To make the selling of school locks easier, *Master Lock Co.*, Milwaukee, Wis., through its jobbers are offering the Master No. 15 School Special. This unit consists of a dozen improved No. 1500 Master brass combination padlocks together with a free, permanent display. The dealer cost is \$4.80—the locks retailing for 60 cents each. The No. 1500 was designed especially to aid the independent hardware trade in getting the profitable school business. Its double case, wrought brass over heavy steel, and strong, simple three-locking mechanism make it stand up under strenuous usage, according to the company.

Sterling Abrasives

The Sterling Grinding Wheel Co., Tiffin, Ohio, has issued an 80-page catalog and price list on the complete line of Sterling grinding wheels.

Miller Lawn Shaver

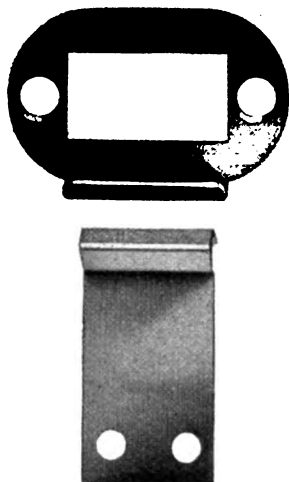
Is light and easy to operate. Nine-teen-inch cut, adjustable so as to cut grass from 1/2 in. (from root) to 1 1/2 in. without use of wrench or pliers. Driving wheel is arranged so that it will not flatten standing grass. Cutting blade is removable for replacement or filing.



Has oilless type bearings. This mower is said to cut cleanly around hedges, shrubs, trees, walks, etc. *Johnson-Randall Co.*, 666 Lake Shore Drive, Chicago, Ill.

Screen-Storm Window Hanger

"Snap-in-Place" — screen or storm windows can be slid into place without necessity of hooking them on. Spring snap which is mounted on the window



sill holds screen in place and acts as a hinge. Upper part or hook of the fastener is attached to frame with round head screws without mortising, and to storm sash and screens with flat head screws, after a simple mortising operation. Screws are furnished. Hangers are rust-resistant. *National Lock Co., Rockford, Ill.*

Fluorescent Fixture

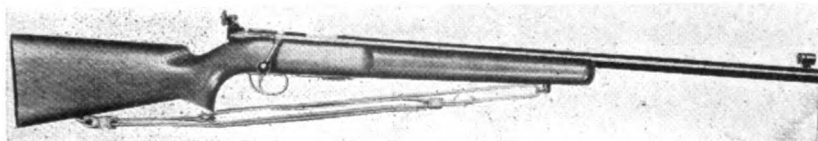
Available with two, three or four 18-in. or 24-in. fluorescent tubes. Supplied in English bronze with chromium-plated trim. Overall fixture lengths are 38 in. for 15-watt tubes and 45 in. for 20-watt tubes. Fixture, shown in verti-



cal suspension style, is also available with link chains for horizontal suspension from low ceilings and with a ped-

Remington Target Rifle

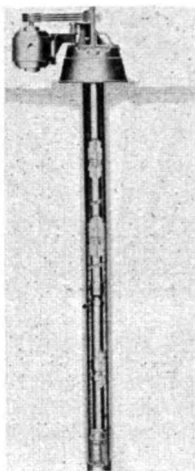
"Matchmaster"—a moderately priced .22-caliber target rifle. Has heavy barrel, match stock, target sights, fast lock time, smooth, crisp trigger pull. Gun weighs about 8 lb. Special target stock has a special pistol grip, a high thick comb and a long, wide beavertail fore-end. Stock is of selected American walnut with a dark finish. Heavy, 27-in. semi-floating barrel is double counter-sunk at the nozzle, carefully bored and rifled for extreme accuracy. New anti-backlash trigger stop to give a clean, crisp, smooth trigger pull. Other fea-



estal as a modernistic floor lamp. Auxiliary reactors, power factor correctors and starting switch are self-contained. *Mozart Specialty Corp., 1535 N. Ashland Avenue, Chicago, Ill.*

Turbine Pumps

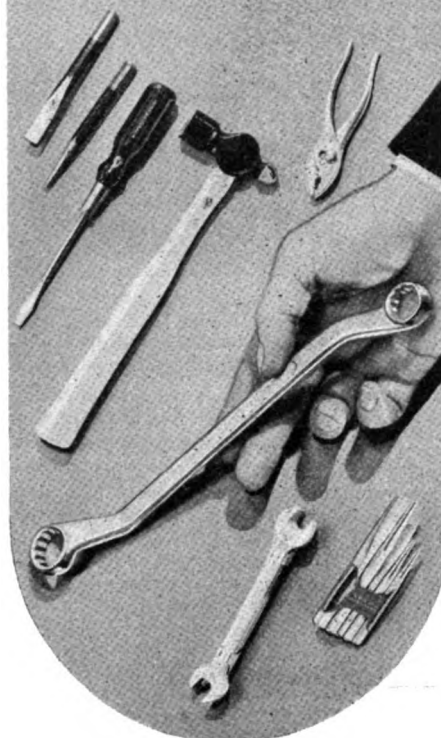
With three heads involved and three sizes of columns that come in pre-fabricated 9 ft. section, the Red Jacket standard turbine pump is said to be the only one on the market that can be easily stocked by a distributor to meet such a variety of conditions. Various settings can be accommodated by applying the proper number of column lengths to fit the existing condition and do not require engineering for each



given set of head conditions. At every 3 ft. in the turbine column there is a small screw type impeller to lift the water to the next impeller above it. This makes possible the use of a light shaft instead of the heavy shaft. Variable speed feature of belted drive permits a great flexibility as to capacity and application. This feature also allows use of standard motors as well as gasoline engines. *Red Jacket Mfg. Co., Davenport, Iowa.*

tures of the rifle are a short, fast firing pin travel, corrugated trigger, double locking lugs on bolt and double extractors, as well as a firing indicator and a positive side lever type safety. Gun has adjustable front sling swivel. Equipped with a Redfield globe front with seven interchangeable inserts and a Redfield No. 75 micrometer rear sight with one-quarter minute adjustments. Detachable magazine box holds six cartridges and the gun is chambered for the .22 long rifle cartridge. Overall length of the gun is 45 in. while take down length is 33 in. *Remington Arms Co., Bridgeport, Conn.*

PROFIT WITH VLCHKEK TOOLS



A Profit Maker VLCHKEK BOX WRENCH

★ Hand this wrench to your customer and let him feel how comfortably it fits his hand. Point out the greater rigidity of the panel bar design, the wall proportioned for minimum thickness, maximum strength and unusual heel clearance.

This Long Pattern 45° Box Wrench comes in 6 popular sizes with 12 openings $\frac{3}{8}$ "-7/16" to 15/16"-1". Made of special analysis steel. Supplied in bright plate and aluminum finishes—singly or in sets in metal band container.

Show it for quick, profitable sales.

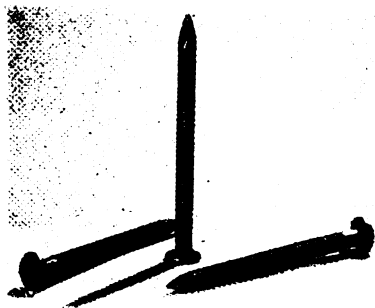
THE VLCHKEK TOOL CO.
3001 E. 87th St., Cleveland, O., U.S.A.

QUICKER SALES
FASTER TURNOVER
MORE VOLUME
BETTER PROFITS

VLCHKEK
TOOLS

Rust-Proof Nail

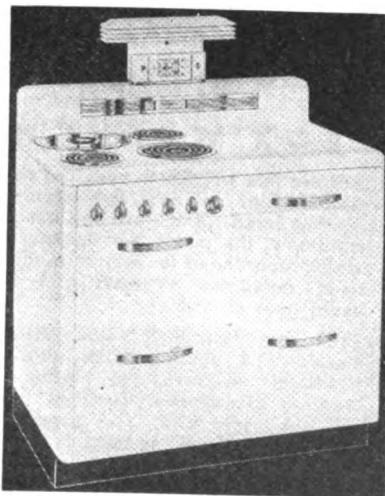
Made of Monel. Holding power is derived from a series of sharp annular rings rolled-on in manufacturing operations. These rings are sharp and set



at such an angle that in driving, they won't disrupt fibers of the wood, according to the manufacturer. Another feature of the nail is an exceptionally heavy head. Nail is said to be permanently rust proof and highly resistant to salt water and other agents of corrosion, including tannic acid. Also said not to produce a stain to discolor the wood into which it is driven. Trade name is "Anchorfast." *Independent Nail and Packing Co., Bridgewater, Mass.*

"Hotpoint" Range

"Aristocrat" electric range with high, massive backsplash, will replace the former Aristocrat model, now discontinued from the Hotpoint line. The new



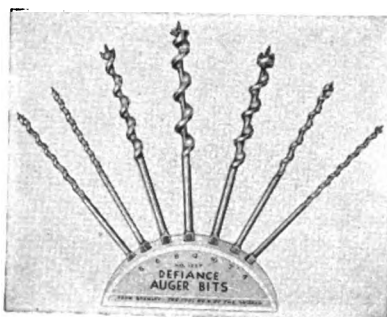
Aristocrat is a Deluxe Hotpoint range, fully equipped with the new 1940 Hi-Speed, Select-A-Heat (5-heat) Calrod surface units, 6-qt. Hi-Speed Thrift Cooker with five heats, and oversized, All-Purpose, double-unit oven, with automatic temperature control. Made with Hotpoint's one-piece Monotop cooking top. Finished in gleaming white porcelain enamel, the new Aristocrat has shining chromium-finished, all-metal hardware and trim of modern design.

This range is sold fully equipped. Two convenient appliance receptacles are located in the grille work of the backsplash; two large utility drawers,

one equipped with a special cutlery tray and a warming compartment drawer equipped with a 40-watt Calrod unit, individually controlled by a convenient toggle switch. *Edison General Electric Appliance Co., Chicago, Ill.*

Auger Bit Display Unit

An auger bit merchandiser for counter or window use. The wood block finished red and white holds six No. 1227 auger bits. The auger bits are drop forged from special steel and heat treated. Two extension lips and spurs, and two cutting edges make for ease of boring and clean smooth holes. Display block is furnished free with two dozen



No. 127 auger bits, as follows: 4-4/16 in., 4-5/16 in., 5-6/16 in., 2-7/16 in., 5-8/16 in., 2-10/16 in. and 2-12/16 in. One of each size is displayed. Retail price, \$8.65. *Stanley Tools, New Britain, Conn.*

"Vigoro" Tablets



"Vigoro," a balanced plant food, is now available in convenient tablet form. The tablets each contain 25 grains of "Vigoro" and are packed 24 to the carton, which retails for 10 cents. Included in each carton is a circular giving instructions for the use of the tablets and helpful information and pointers on the care and feeding of house plants and porch boxes. For display purposes, 30 cartons are packed in a colorful display case. *Swift & Co. Fertilizer Works, Union Stock Yards, Chicago, Ill.*

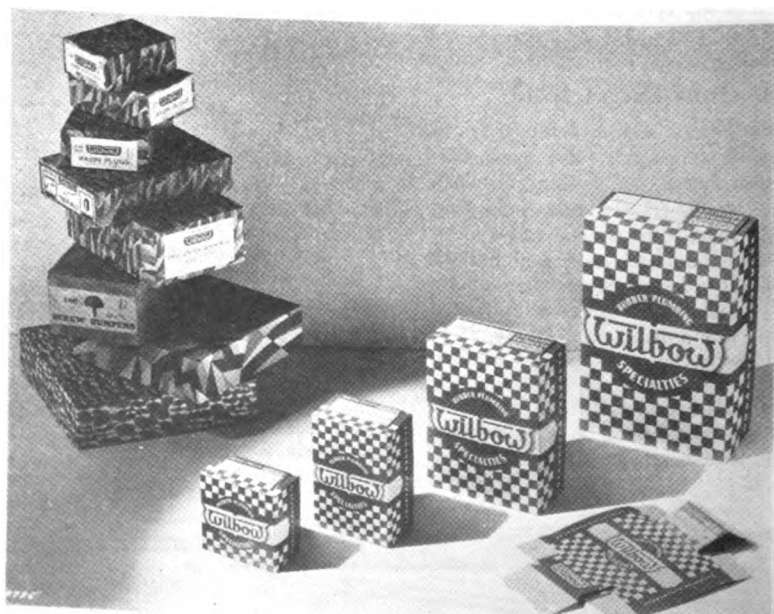
Wick Feed Oilers

Trico Fuse Mfg. Co., Milwaukee, Wis., has issued Bulletin 27 illustrating and describing a new line of visible, automatic lubricators. Daily hand-oiling is eliminated; oil supply is always visible. Bearing is flushed thoroughly after each refilling. Foreign matter cannot pass through filter and no adjustments are necessary.

Packaging Program

The *Williams-Bowman Rubber Co.*, Cicero, Ill., has announced a completely new and simplified packaging program for its "Wilbow" line of rubber plumbing specialties. The program offers uniformity of design with greater merchandising appeal, fewer sizes of packages required, simplification of

shipping and handling, savings in time, space and labor. The accompanying illustration shows the new "Wilbow" packaging line-up as contrasted with the old. Another feature is the knocked-down construction of the new two-piece boxes. Quick assembly is made possible by a patented feature of the knocked-down boxes.



J. Harold Dumbell Holds Series of Group Meetings

J HAROLD DUMBELL, executive secretary of the National Contract Hardware Association, Pittsburgh, Pa., has returned from a trip to the West Coast where he spoke before various builders' hardware groups with the object of improving conditions in the industry. Mr. Dumbell's itinerary took him

of distributors and manufacturers' representatives.

From Dallas, Mr. Dumbell traveled to Los Angeles to meet with the Builders' Hardware Association of California and then to San Francisco, Cal., and Portland, Ore. In Portland, at the meeting of builders' hardware men, William Browning, Honeyman Hdwe. Co., was elected chairman with the power to appoint a committee and formulate plans for a hardware club in Portland and vicinity. In Seattle, Wash., J. Morgan Jones of the Builders' Hardware & Supply Co. was also given the same responsibility. Other meetings which Mr. Dumbell attended were held in Salt Lake City, Utah, Denver, Colo., Kansas City, Mo., and St. Louis, Mo., concluding with a visit to the Twin Cities Contract Hardware Club.

Speaking at the meetings, Mr. Dumbell traced the chaotic conditions which have prevailed in the builders' hardware industry generally. He explained in detail the organization of the National Contract Hardware Association, outlining its objectives and inviting distributors to organize local groups designed, by cooperative effort, to do away with the abuses which have largely reduced profits to the vanishing point and to provide the more complete service which is necessary for the best interests of the industry.



Gavel presented to J. Harold Dumbell, executive secretary of the National Contract Hardware Association, Pittsburgh, Pa., by James Lemon of the Weiser Hdwe. Mfg. Co. at the Los Angeles meeting of the Builders' Hardware Association of California. The gavel is an exact replica in brass of a lockset.

from Pittsburgh to Dallas, Tex., where he met with the Dallas Hardware Club. There, through the efforts of W. H. Huffaker, San Antonio, Tex., director of the Association, and W. H. Hidell of Dallas, Mr. Dumbell spoke before a group



The Builders' Hardware Association of California gave a dinner in honor of its distinguished guest and visitor, J. Harold Dumbell. Left to right are: Allen Olds, W. H. Steel Co.; Earl S. Anderson, Val Montgomery, Bennett-Montgomery Hdwe. Co., Los Angeles, Calif., and director of the National Contract Hardware Association; Mr. Dumbell, James C. McAleer, Builders' Hdwe. and Supply Co., Los Angeles, Calif., president of the Builders' Hardware Association of California; Frank L. Seabolt, Seabolt Hdwe. Co., Los Angeles, secretary of the association, and Joseph V. Guilfoyle, managing-director of the Southern California Retail Hardware Association.

AUGUST 8, 1940

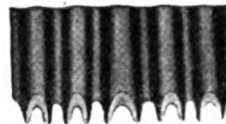


**Their Need For
ACME CORRUGATED FASTENERS
Means *Extra Sales* For You!**

● If extra sales interest you—you'll be interested in this handy item. Home owners, carpenters, cabinet-makers, everyone who works with wood, needs Acme Corrugated Fasteners. That's why so many dealers find them such a profitable source of extra income. Let them go to work for you—they'll keep your cash register busy with extra sales.

Acme Corrugated Fasteners are furnished in two types, parallel and divergent. The divergent type tends to draw the two pieces of wood closer together. The Tack-Point feature assures easy driving, while the divergent corrugation makes for stronger joints.

*If your jobber can't supply you,
write us direct.*



PACKAGED IN 3 POPULAR SIZES

Fifty fasteners of one size to a box— $\frac{1}{2}$ x 5, $\frac{1}{2}$ x 5 or $\frac{1}{2}$ x 5. The display carton contains 12 boxes. For larger requirements: the 250, 500 and 1,000 packs; boxes of 100 fasteners, 10 boxes to a carton; and in 100 lb. kegs.

ACME STEEL COMPANY

General Offices: 2838 Archer Ave., Chicago, Ill.
Branches and Sales Offices in Principal Cities

**MAIL THE COUPON
FOR FREE SAMPLE BOX**



Acme Steel Company
2838 Archer Avenue,
Chicago, Ill.

Send me, without charge, a sample box of Acme Tack Point Corrugated Fasteners.

Name

Address

City State

SALES OF 1,684 INDEPENDENT RETAIL HARDWARE DEALERS IN UNITED STATES

June, 1940

| States by Regions | Num- ber of Firms Reporting | Per Cent Change | | Dollar Sales | | | Per Cent Change | Cumulative Sales | |
|---------------------------|--------------------------------------|-------------------------------|------------------------------|---------------|---------------|--------------|-----------------------|-------------------------------------|-------------------------------------|
| | | June, '40 vs. June, '39 | June, '40 vs. May, '40 | June, 1940 | June, 1939 | May, 1940 | | Jan. 1, 1940 to June 30, 1940 | Jan. 1, 1939 to June 30, 1939 |
| New England | ** | | | | | | | | |
| Maine | 9 | - 3.2 | + 2.4 | \$ 54,569 | \$ 56,355 | \$ 53,276 | + 1.2 | \$ 223,875 | \$ 221,248 |
| Vermont and N. H. | 7 | - 1.8 | - 5.9 | 150,716 | 153,432 | 160,167 | +10.2 | 650,856 | 590,578 |
| Massachusetts | 35 | - 2.8 | - 7.9 | 274,181 | 282,015 | 297,555 | + 4.7 | 1,368,183 | 1,306,511 |
| Rhode Island | * | | | | | | | | |
| Connecticut | 10 | +20.0 | + 3.6 | 67,219 | 56,038 | 64,865 | + 9.8 | 285,999 | 260,555 |
| Middle Atlantic | 183 | +10.2 | -10.6 | 1,166,192 | 1,058,546 | 1,304,420 | + 6.5 | 5,224,575 | 4,904,401 |
| New York | 27 | +15.1 | -10.0 | 154,011 | 133,783 | 171,050 | + 7.5 | 665,143 | 618,692 |
| New Jersey | 9 | + 6.9 | - 1.4 | 83,556 | 78,196 | 84,750 | + 8.6 | 335,999 | 309,266 |
| Pennsylvania | 147 | + 9.7 | -11.4 | 928,625 | 846,567 | 1,048,620 | + 6.2 | 4,223,433 | 3,976,443 |
| East North Central | 478 | +10.3 | - 3.9 | 2,755,436 | 2,498,240 | 2,865,937 | + 5.7 | 12,159,524 | 11,500,030 |
| Ohio | 154 | +10.4 | - 4.4 | 1,030,311 | 932,906 | 1,077,746 | + 3.1 | 4,512,201 | 4,376,327 |
| Indiana | 84 | + 7.1 | - 1.1 | 300,606 | 280,806 | 303,962 | + 1.5 | 1,375,042 | 1,354,246 |
| Illinois | 80 | + 9.4 | - 8.6 | 338,333 | 309,339 | 370,356 | +10.1 | 1,631,752 | 1,481,483 |
| Michigan | 50 | + 6.9 | + 3.9 | 374,582 | 350,412 | 360,582 | + 9.0 | 1,527,875 | 1,401,737 |
| Wisconsin | 110 | +13.9 | - 5.5 | 711,604 | 624,777 | 753,291 | + 7.8 | 3,112,654 | 2,886,237 |
| West North Central | 282 | + 6.4 | - 5.5 | 990,898 | 930,886 | 1,048,579 | + 2.9 | 4,625,740 | 4,493,517 |
| Minnesota | 29 | + 4.2 | -12.5 | 177,768 | 170,542 | 203,068 | + 8.9 | 769,672 | 706,880 |
| Iowa | 74 | -10.2 | - 2.9 | 316,407 | 287,155 | 325,897 | - 3.6 | 1,537,123 | 1,594,954 |
| Missouri | 61 | + 5.2 | -11.5 | 164,549 | 156,468 | 185,855 | + 5.3 | 802,257 | 762,103 |
| North Dakota | 10 | +10.7 | + 3.4 | 24,687 | 22,295 | 23,873 | +14.4 | 111,331 | 97,338 |
| South Dakota | * | | | | | | | | |
| Nebraska | 50 | +11.0 | - 9.0 | 113,879 | 102,602 | 125,147 | + 2.8 | 536,069 | 521,634 |
| Kansas | 34 | + 0.5 | + 6.4 | 186,057 | 185,134 | 174,794 | + 6.6 | 830,908 | 779,627 |
| South Atlantic | 71 | + 1.8 | -10.2 | 385,762 | 378,907 | 429,423 | + 1.5 | 2,244,344 | 2,210,550 |
| Maryland | * | | | | | | | | |
| Virginia | 10 | + 8.3 | -12.9 | 77,864 | 71,870 | 89,369 | - 1.8 | 424,794 | 432,438 |
| West Virginia | 9 | + 0.6 | -14.0 | 35,599 | 35,381 | 41,393 | + 0.2 | 166,378 | 166,073 |
| North Carolina | * | | | | | | | | |
| South Carolina | * | | | | | | | | |
| Georgia | 21 | - 2.0 | -13.6 | 85,031 | 86,792 | 98,378 | - 7.2 | 516,502 | 556,314 |
| Florida | 17 | +12.2 | - 6.7 | 84,683 | 75,458 | 90,790 | +11.8 | 535,673 | 478,983 |
| East South Central | ** | | | | | | | | |
| Kentucky | 10 | - 0.5 | -14.7 | 56,817 | 57,099 | 66,583 | + 0.1 | 301,368 | 301,037 |
| Tennessee | 11 | + 9.7 | + 3.5 | 122,993 | 112,151 | 118,859 | + 5.0 | 484,365 | 556,711 |
| Alabama | 17 | +15.3 | -16.4 | 86,026 | 74,598 | 102,849 | + 2.0 | 525,714 | 515,177 |
| Mississippi | * | | | | | | | | |
| West South Central | 114 | - 5.8 | -10.2 | 557,928 | 592,479 | 621,322 | + 5.4 | 3,280,982 | 3,111,772 |
| Arkansas | 17 | -10.9 | -10.8 | 70,947 | 79,602 | 79,561 | - 0.9 | 441,405 | 445,434 |
| Louisiana | * | | | | | | | | |
| Oklahoma | 29 | -10.4 | - 6.1 | 118,507 | 132,275 | 126,204 | - 4.9 | 637,724 | 670,727 |
| Texas | 63 | - 3.5 | -10.9 | 343,321 | 355,617 | 385,511 | -10.3 | 2,049,828 | 1,857,605 |
| Mountain | 109 | - 3.4 | - 8.3 | 824,550 | 853,208 | 899,073 | + 3.0 | 3,660,435 | 3,554,411 |
| Montana | 27 | + 9.1 | - 0.7 | 213,841 | 196,012 | 215,302 | +13.3 | 1,009,316 | 891,188 |
| Idaho | 19 | + 3.6 | - 4.9 | 119,810 | 115,653 | 125,971 | +11.1 | 541,245 | 487,084 |
| Wyoming | * | | | | | | | | |
| Colorado | 35 | - 7.2 | - 1.0 | 137,465 | 148,145 | 138,922 | - 1.3 | 671,955 | 680,908 |
| New Mexico | * | | | | | | | | |
| Arizona | 13 | -11.0 | -20.1 | 222,623 | 250,149 | 278,665 | + 1.5 | 736,384 | 725,406 |
| Utah | * | | | | | | | | |
| Nevada | * | | | | | | | | |
| Pacific | 343 | + 5.0 | - 3.2 | 1,699,639 | 1,618,427 | 1,755,637 | + 5.2 | 8,468,615 | 8,051,455 |
| Washington | 44 | +18.6 | + 4.0 | 249,729 | 210,573 | 240,009 | +14.5 | 1,159,370 | 1,012,971 |
| Oregon | 34 | +15.7 | - 8.3 | 164,421 | 142,104 | 179,263 | +10.7 | 825,061 | 745,007 |
| California | 265 | + 1.6 | - 3.8 | 1,285,489 | 1,265,750 | 1,336,365 | + 3.0 | 6,484,184 | 6,293,477 |
| TOTAL | 1,684 | + 5.3 | - 6.1 | \$9,281,352 | \$8,811,302 | \$9,884,213 | + 4.7 | \$43,983,718 | \$42,029,284 |
| Chicago, Illinois | 12 | + 1.9 | -17.1 | 38,419 | 37,734 | 46,407 | + 3.8 | 193,905 | 186,772 |
| Los Angeles, California | 35 | - 0.6 | - 4.8 | 163,174 | 164,199 | 171,432 | + 0.4 | 864,965 | 861,261 |
| St. Louis, Missouri | 14 | + 8.0 | -15.6 | 36,417 | 33,752 | 43,207 | +10.4 | 187,877 | 170,184 |
| Portland, Oregon | 12 | +15.9 | -12.9 | 28,391 | 24,506 | 32,607 | + 6.3 | 131,683 | 123,866 |
| San Francisco, Calif. | 26 | + 1.5 | - 5.7 | 97,730 | 96,246 | 103,674 | + 3.1 | 503,372 | 488,341 |
| Seattle, Washington | 11 | +11.7 | + 1.1 | 29,054 | 26,005 | 28,729 | + 9.3 | 119,704 | 109,470 |

* Note while stores from these states are included in grand total, figures for these states are not shown on this chart because of insufficient data. (**) Withheld to avoid disclosure. Compiled by Bureau of the Census, U. S. Department of Commerce.

Clem D. Johnston's Address

(Continued from page 69)

carries with it an equivalent power to do things to you! Legislation and governmental controls may, from time to time, be necessary to meet particular situations, but at best they are but palliatives or expedients and never are they the long-term answer to our problems.

The giving of government bounties to agriculture and the imposition of legislative restrictions on one class of business or one group of citizens in favor of another class or group is as old as the history of government. In no sense can such measures be classed as progressive; instead they are definitely retrogressive and lead straight back to the feudalism from which we emerged only a few centuries ago.

How much farther will control of crops and planting and marketing by the Department of Agriculture, the holding of farm mortgages by various governmental agencies, dependence upon the whim and generosity of the county agent, dispenser of the bounty checks, free seeds and free fertilizer, have to go before our one-time fiercely independent and highly productive American farmers come to a point of helpless and hopeless dependence upon a sovereign government, and, crushed in spirit, become in fact latter-day serfs? And is a similar fate in store for business which barter its independence for doubtful governmental favors?

What does help business? Let me give you one sovereign prescription: Take a large bowl about 2,500 by 1,000 miles, mix 3,000,000 businesses, 6,000,000 farmers, 40,000,000 workers, add a generous portion of confidence, *leave the lid off*, and serve when ready.

The ultimate dissolver of the twin spectres of insecurity and uncertainty which now overshadow us, the mightiest barrier to the ruthless ravaging of dictators, is a strong, stable and unhampered system of free private enterprise here in free America.

The spirit of suppression and repression as typified by the Wagner Act, the National Labor Relations Board, some aspects of the Wage and Hours Bill, and

the SEC, the political administration of relief, and the apparent willingness of the Supreme Court to "go along" with measures which in effect suspend rights which we always thought were guaranteed to us by the Constitution, is a greater menace to business progress, a sound economy and a strong and free America than is Adolph Hitler and all the forces of Nazism.

Let us substitute regulation for regimentation; substitute co-operation for mistrust, suspicion, hindrance and obstruction; substitute reward for recrimination; substitute understanding for prejudice and class feeling.

And, last and most important, substitute confidence for the present uncertainty.

America's greatest foe is her own self-imposed restrictions. I, for one, am quite confident that with a united nation doing the things that we as a people are easily capable of doing, we could stand alone though all the world

were hostile and united against us. Why, then, should we not be confident?

But of all the evils that may come against us—be they sabotage or fifth-column stabs or open attack—the worst enemy of all is doubt in the final efficacy of what we have known and cherished as the American way of life. The most dangerous invader of all is the foreign ideology that proposes measures to repress and at last extinguish that vital spark of individual freedom and initiative which has made our country great. Let us at all costs hold fast to that freedom. Let us keep that light burning in a darkening world.

And against whatever mighty forces may assail us there is, at the last, one sure defense—a deep, serene and abiding confidence in the American way, comparable even to our faith in the Creator! That will be our bulwark in the days ahead. We can successfully endure the darkness and all the challenges of our times if we will but have faith in a free America and in its ability to achieve!

BEFORE  COMES TO TOWN—GO TO TOWN ON

 **HOLIDAY PACKAGED ANDROCK SPECIALTIES** 



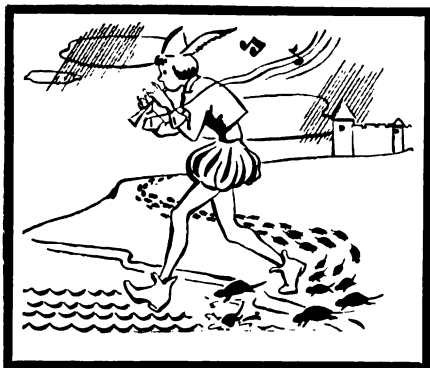
HOLIDAY DRESSED AT NO EXTRA COST!

- ★ Bowl and Beater Sets
- ★ "Uniform" Nut Meat Choppers
- ★ "Tearless" Onion Choppers
- ★ Flour Sifters
- ★ DeLuxe Egg Beaters
- ★ Plastic Base Necktie Racks
- ★ Flower Pot Trays

Ask Your Jobber! Ride the money-making tide! With sales up 248% in 1939, all signs point to record-breaking volume during 1940 on Androck Holiday Packaged Specialties. Gayly wrapped in beautiful Christmas papers — AT NO EXTRA CHARGE — these unique, unusual, low-cost gift items are ready to "go to town" for you now. See your jobber today!

THE WASHBURN COMPANY
ROCKFORD, ILL. • WORCESTER, MASS.

ANDROCK
PRODUCT



THE MODERN PIED PIPERS are the **BETTER BRAND** MOUSE and RAT **TRAPS**

WRITE US FOR FOLDER OF COMPLETE LINE
AND NAME OF JOBBER—ASK YOUR JOBB-
BER TO SHOW YOU OUR NEW STEEL
MOUSE TRAP—RETAILS FOR FIVE CENTS.

McGILL METAL PRODUCTS CO.
DEPT. 151
MARENGO, ILLINOIS



SpeedWay GRINDER
\$14.95 \$5.95

SpeedWay, for 30 years leading manufacturers of industrial electric tools, now brings the hardware trade its first complete line of quality electric tools for the home workshop that: Is Priced to sell in volume in every community... is widely advertised... carries a full profit margin... of which each tool is correctly designed, of correct speed, full capacity and powered by a specially wound high torque SpeedWay tool motor (110 v. universal). Streamlined and finished in 2-tone (blue and lacquered white metal) actually thousands in use.

DRILL
\$7.95

No. 69 Drill has 1/4" capacity in steel, handle and gear housing die cast, operating speed 1000 R.P.M.

No. 129 Grinder operates at 20,000 R.P.M. (has high speed essential to efficient grinding with small stones) and collets for 1/8" and 3/32" arbors.

No. 250 Kit consists of No. 69 Drill, No. 129 Grinder and 5 accessories in attractive steel display carrying case.

Router Frame converts Grinder into free router or shaper.

Drill Stand takes either Drill or Grinder.

Bench Grinder complete with motor, 2 wheels, rubber feet, carrying handle, cord and plug.



COMBINATION STAND
\$9.95

ROUTER FRAME
\$3.95

BENCH GRINDER
\$9.85

Circulars, displays, counter sheets furnished. Write for catalog sheets.

SPEEDWAY MFG. CO.
1836 S. 52nd Ave., Cicero, Ill.

Horace P. Aikman's Address

(Continued from page 32)

whole country is thinking about our domestic problems. These problems are overshadowed and diverted by the terrible catastrophe abroad. The fall of the great French nation has shocked and upset us all. We have very serious and important American problems which we cannot afford to lose sight of. The dangers from within which threaten our way of living quite as much as dangers from without, must be considered by every single business man of this nation. The humblest citizen, if American born, still can aspire to the Presidency. We have watched with great interest the mechanic of yesterday who today is the head of a great automobile industry. The steerage passenger of yesterday is today the head of a great radio business. A student who has worked his way through school becomes the head of a great university and so it is through all our great national life. We must protect this system that made these things possible just as it is our job to protect against the invader from without.

The saddest picture in national life is that of a person in a responsible public position who has the qualities of leadership, who has the ability to influence the thinking of his countrymen but who uses that power and that

ability in a way that is unworthy of the high trust his position implies.

It is time that our craft assumed responsibility to help preserve this great American system. We have all enjoyed this system of our country and we all wish to hand down to our children the benefits and privileges that we have enjoyed. It is a great heritage and let us all be thankful that we are American and let us do everything that we can to help preserve this system that has done so much for all of us.

There is a great future for the hardware business but we must gird ourselves with the responsibility that future changes will make in our business and be ready at all times to improve our own position by rendering a service that will be required of us.

Skilled mechanics are already leaving the employ of some of our hardware manufacturers for more profitable employment—the airplane and war equipment factories; and—with all these possible, probable and actual happenings affecting your business, I recommend this procedure—to conduct your business as of normal conditions—don't buy in excess because of reported price increases—keep your shelves adequately stocked—and keep your credit.

Big Union Vs. Small Employer

THE need for collective bargaining arrangements between employers and employees in the modern view is based on the supposition that the employee, being dependent on his employment for his livelihood is at the mercy of his powerful employer. Hence since the employee is in an economically weak position, he is apt to get the worst of it if he attempts to bargain individually with his employer.

But what about the position of the small business man employing only a handful of employees? What chance has he in attempting to bargain with a wealthy and powerful union? Is he entitled to protection from "crowding" by such a union? The Court of Chancery of New Jersey thinks that he is and in a recent case put it this way: "Strike

activities of organized labor which might be entirely lawful when directed against 'big business'—large aggregations of capital employing such numbers of men that the individual workman is a mere number incapable of audible vocal protest—may be unlawful when directed against the small business man employing few men. In such a case the inequality of bargaining power from which was evolved the principle of collective bargaining is completely reversed and the employer is completely at the mercy of the union. He must submit or be crushed. Picketing and other strike activities directed against an owner-employer employing only three men, and which tend to block ingress and egress to the business place and to create disorder will be enjoined."

Chester E. Young's Address

(Continued from page 58)

should also see that invoices are paid when due, and if discount is to be taken it should be taken within the discount period. From personal experience I have found that a supplier, as well as a retailer, likes to do business with someone who is prompt in paying his bills. A store manager who fails to follow these simple rules can not expect favors from his suppliers very long. Treat your supplier's representatives when they are in your store as you would like to be treated if you were in their place of business.

Another great task of the manager is to study and appraise competition, and to shape the policies and practices of the business to suit the circumstances with which it is confronted. Competition is an ever-changing, never-ending problem. One must understand its elements, before any attempt is made toward its solution. These elements include the appeal of other things for the customer's money and the methods of other agencies which handle and sell hardware. The latter includes any outlet from the syndicate, department, drug, variety, or grocery store, in the same block, or in nearby neighboring towns.

Do Something!

To know as much as possible about his competition is the first step for the hardware manager who really means to do something about it. First, study the advertising in his local newspapers and from other towns and cities which serve his community, to see what merchandise is being offered; the prices as well as the descriptions. He should then compare his own merchandise and advertising to see whether it is favorable with the advertising just studied.

He should visit competing stores, not only in his town, but in neighboring towns, note the merchandise they are selling, their prices, their manner of display. It is well to picture your store as others see it. In your own mind do you think your store is up to par with other stores handling your merchandise? Mail order catalogs placed

in your catalog racks where they can be referred to often will prove most helpful when pricing and buying merchandise. A few years ago the automotive store hit our section of the country. Their line was popular because they were furnishing merchandise that was needed in a farming community at prices far below what other outlets were offering them. Hardware items were no exception. It was something that concerned us very much. Their methods were studied and prices checked, and we soon realized that we must meet this competition or go in for a good licking. We at once began to set up a department of this kind in our own stores, replacing many lines which we found were not moving like they had in former years. Today this department is on a paying basis and we would not think of taking it out.

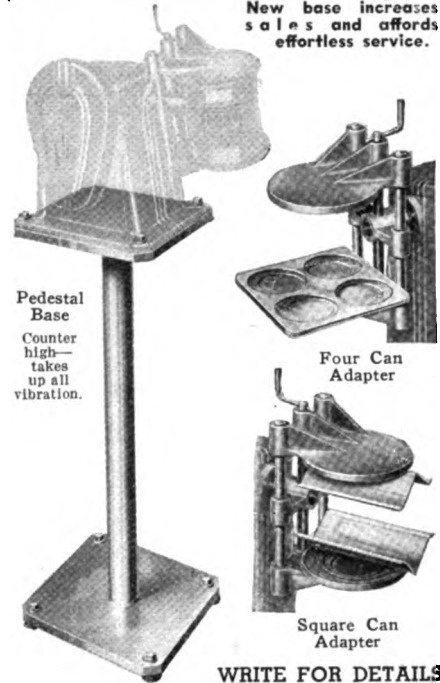
Sometimes I wonder what would have become of the hardware dealer if competition had not forced him to change his method of doing business. After all, competition is the life of trade, and the hardware store is no exception.

That individualism of the hardware retailer to which I referred at the beginning sometimes leads him to keep so strictly to himself that he fails to fraternize with other retailers, even in his own line. It is a good thing for local hardware dealers to get together once in a while and talk things over. Group meetings have worked out very satisfactory in our section. Sometimes a meeting of this kind will help to form a close friendship which will last for many years to come. One thing that takes a retailer back to his state conventions each year is to meet the many friends that he has made in the years past when he first started attending hardware conventions. It is a splendid thing for one to get away from his business now and then to find out what the other fellow is doing and thinking.

Although merchandising of hardware is a fascinating and interesting game no manager should follow it so hard or so exclusively that he neglects his family or himself.

Accessories for Your No. 30 Red Devil PAINT CONDITIONER

For your own use or resale, these quality conveniences make PAINT CONDITIONING complete for ANY cans from 1/2 pint to a gallon. New base increases sales and affords effortless service.



LANDON P. SMITH, INC.
IRVINGTON, N. J.

National HARDWARE

THE line of builders' hardware built to one high uniform standard of quality. The assortment of products is so extensive that all of the requirements of the trade are adequately met.

The finest materials used in construction are fashioned into hardware which is both modern in design and efficient in working simplicity.

Send for the new National catalog; yours for the asking.

The following are big sellers:



Sliding Door Hangers
Garage Door Hardware
Door Latches
Strap and Tee Hinges
Screen Hardware

National Manufacturing Co.
STERLING . . . ILLINOIS

STEELGRIP
BELT LACING



A stronger lacing for all types of belts. Put on with a hammer—easily penetrates the toughest belt. Clinches smoothly into belt, compresses ends, prevents fraying, makes a permanent "humpless" joint. 2-piece hinged rocker pins provided. 8 sizes. In boxes, handy packages, cartons and long lengths. Recommended for conveyor belts and heavy drives—especially drives operating under outdoor conditions.

WIREGRIP
BELT HOOKS



Preferred because they are handled safely, and quickly. Patented blue aligning card holds hooks, even shortest ends in perfect alignment—every hook is used, no card waste. Fit Wiregrip or any other standard lacers. Available in 6 sizes.

SLATGRIP
MENDERS

A necessity at harvest time. Keep binders running—repair binder slats easily and quickly right on the field. Get your share of this profitable market.

Write today for Catalog and Circulars



ARMSTRONG-BRAY & CO.
"The Belt Lacing People"
304 Loomis Ave.,
CHICAGO, U.S.A.

TURN OLD PAINT STOCK INTO LIQUID ASSETS
with
TAMMS PAINT MIXER and AGITATOR



\$1750
LESS MOTOR
AC, 1/4 HP, 110 Volt
MOTOR \$7.95

● Boost paint sales. Assure yourself that every customer is a satisfied one! Handles all size cans, pints to gallons. GUARANTEED against defects in material and workmanship for one year! NO RISK! ORDER TODAY!

KOLOR-ROX A FLOOR DYE
For Coloring and
Dustproofing Cement
AND SELF-POLISHING WAX

Waterproofs, dustproofs and beautifies cement floors. Entirely different from enamel paint. Penetrates into pores—will not flake, chip or peel off. Comes in 6 attractive colors. For extra protection use Tamms Self-Polishing WAX. Comes same colors as DYE, also in clear solution for use on linoleum and wood floors. Write for prices and full information!

TAMMS SILICA CO.
229 N. LA SALLE ST. CHICAGO, ILL.

Working from daylight 'til dark is not necessary to successfully operate a hardware store. By being very much on the job during store hours it is not necessary to give every minute of your time to your business to make it pay a profit. Your family, of course, depends upon that store for their means of support, but if all the manager's time goes into the store and none of it goes to the family, no matter how good the support may be, the happiness in that family is not going to be up to par. Then there should be some time for recreation, in order that he may do some of the things he enjoys

doing. A good manager is a healthy manager. Unless you devote some time and effort to keep fit yourself, you won't be a good manager long.

The manager who finds that the retail hardware business is burdensome or oppressive had better find another job. There may be a business or profession today that does not require so many responsibilities as does the hardware business. But, after talking to men in other lines, one finds that they also have many responsibilities which we as hardware dealers know nothing about.

Lew Hahn's Address

(Continued from page 70)

stores will be taken away from those stores.

Mr. Hahn held that while a preparedness campaign will surely affect taxes, although we haven't any idea how heavy they will be, "the privilege of living in a democracy is something worth defending and we'll have to pay . . . for that privilege." Speaking of the calling in of aluminum kitchen utensils in England, during this war, he pointed out that in the event of an aluminum shortage here retailers could turn in aluminum

faster than any other group could.

In his concluding remarks, Mr. Hahn said, "If we wait for 'M Day' or Mobilization Day we are . . . apt to be pushed around and will have no real voice. As businessmen, as retailers, as Americans organize yourselves so your great trade can make its contribution. . . . We will have our definite place and satisfaction in the knowledge we have done our part for a great campaign."



Fifth Avenue, New York, at 35th St.

Veach C. Redd's Address

(Continued from page 46)

community, hire a manager to operate the store and expect it to be successful unless that corporation had some advantages that the independent did not have.

The greatest advantages that the mass distributors have over the independents is their knowledge of sources of supply, merchandise and consumer demand. They of course have buying power, but this is not always the most deciding factor in the advantages they have.

While independent dealers worry about buying power and buying right, their mass competitors are disturbed about price range and price lines, the prices at which customers will give them the greatest volume of sales. While independent dealers guess at some of the lines they buy, and buy items that do not sell, their competitors are buying those they know will sell at prices the customer is willing to pay.

Help Him Prosper

It seems to me that the most important thing the wholesaler can do to keep the retailer in business, and it ought to be a selfish interest as well, is to keep the independent dealer competitive, and help him to prosper in his business.

The buyers, department heads and salesmen of the wholesaler must know more about the merchandise the customer wants, the prices they are willing to pay, and the going price in the open market, the competition of the independent, even if the dealer does not know these things.

The buying department should not for one minute lose sight of the fact that the independent retailer is in direct competition with stores whose offerings are price lined, regardless of whether the dealer is in the small town or the large city, and that these price line studies are based on studies the country over.

Every one of us as independent retailers knows that there are hundreds of staple items that are being sold on the counters of the chain and mail order stores at prices that are just about what the dealer must pay

his wholesaler, and there are many others that do not bear a living margin of profit, if sold in competition with these stores.

In the next place the wholesaler should make it easier for the independent dealer to buy. He ought to be able to select the merchandise the customer wants and will buy before it is offered to the retailer. He should shorten his lines, weed out the duplications, and establish price lines, so that the dealer could buy with less confusion and uncertainty.

Efficiency and economy in production in this country have seemingly reached their peak and these savings are being reflected every day in the offerings of our competitors. Good retailers have done everything in their power to reduce selling and management expense. A glance at the hardware survey of our association will show you that they have done a splendid job. The independent can offer greater values when the wholesaler takes some drastic measures to reduce selling costs to the retailer.

Unfortunately, the wholesaler must send a salesman to pick up most of his orders. This is an expense that must be reduced, and cannot continue at its present level if our system is to survive. Perhaps a great deal of it is the dealer's fault, but after all, he has been trained to wait for salesmen and, so far, no satisfactory arrangements have been made whereby he can buy a substantial part of his needs by mail or phone.

If the chain manager orders his fill-ins at the end of the day from a check list from the central warehouse, why would not something of this kind be practical for the hardware wholesaler? He could mail to a selected list with whom he chose to work, a list two or three times a month, showing seasonable items at prices at which they are being sold by the dealer's competition, quoting net costs to the dealer, and suggesting mail orders, in order that the dealer might keep up his stocks and eliminate lost sales by being out of staple merchandise. If a substantial number of dealers liked that kind of arrangement, and I

"STEP-UP" PROFITS



For Drilling Holes in Tile, Slate, Stone, Concrete, Brick, Marble Mosaic and other hard materials.

Extra sales and profits await every Hardware Dealer in these widely advertised drills that make clean uniform holes for anchors in the hardest materials in a jiffy. The Carbide-Tipped point, made from cemented Carbide, has a diamond-like hardness that holds edge 50 times longer than ordinary drills. Can be used in any slow speed portable Electric Drill without fracturing the most fragile material. Ask your Jobber for PAINE "Sudden Depth" Drills and write for complete catalog.

THE PAINE CO.
2963 Carroll Ave. Chicago, Ill.
New York Warehouse & Sales: 48 Warren St.

"SOLD"

You'll have to hang a "sold" sign on your first "Handi-Cart" almost the minute you put it on display. This has been proved by the experience of scores of dealers everywhere. That's why second orders always call for a sufficient stock of both sizes to meet all demands.

"Successor to the Wheelbarrow"



Everywhere
the Public is
Demanding
The MASTERS

"HANDI-CART"

One glance at it and the prospective owner knows he can't get along without one. Handles heavy loads of sand, earth, rock, cement and other materials with amazing ease. Ends the backache of shoveling and stooping. Durable made of steel to last for years. Heavy wide tread rubber tires. Our advertising in *Better Homes & Gardens*, *American Home*, *Garden Digest* and other national magazines is helping dealers build sales. Cash in on this helpful promotion. Order one or more "Handi-Carts" now. If your jobber cannot supply, order direct from factory.

Two Sizes
Two Prices
\$4.75
2 cu. ft.

and
\$6.75
3 1/2 cu. ft.

WANTED
Dealers and Jobbers
Write today for descriptive literature and trade discounts.

MASTERS PLANTER CO.
4029 West Lake Street, Chicago, Ill.

To Manufacturers Seeking Export Trade

Experienced Traveling Sales Representative, well known to the Hardware Trade in Honduras, Guatemala, El Salvador, Nicaragua, Costa Rica, Panama, Colombia, Curacao, Aruba and Venezuela, which territory has been regularly covered by him since 1927, would consider augmenting his line with representation of one or two additional lines, non-conflicting with his present accounts which cover Glass, Paints, Brushes, Furniture Casters, Bolts and Nuts, and Automotive Brake Lining. Not interested in minor novelties or so called small hardware specialties.

Interested in dealing only with Class A manufacturers who produce high quality materials, and who are desirous of expanding their export business in the above territory.

The advertiser numbers among his closest personal friends the hardware buyers, metal furniture manufacturers, and major industries purchasing items in his line.

The advertiser pays all his traveling and entertainment expense, working strictly on a commission basis, with the understanding that all business, within the countries traveled, will be for his account.

Satisfactory references will be furnished and exchanged. This is an opportunity for manufacturers to secure the services of an experienced and seasoned traveler who speaks the language of the buyer, and has been eminently successful in his work.

The advertiser, now in Venezuela, will return to New York early in August. Interested manufacturers are requested to write, stating in detail the products offered for sale, and descriptive matter where possible. Each letter will be acknowledged. Write, using the address:

EXPORT TRAVELLER
c/o A. D. Morris, President

BAYONNE BOLT CORPORATION
90 West Street, New York City

can think of no reason why they would not, the wholesaler could turn his attention from high pressure selling by sales managers, and constantly offer greater values to the retailer by reason of the savings effected by such an arrangement.

A salesman who does nothing more than sell all the merchandise he can sell under the inspiration of a high-pressure sales manager plays no part in a constructive merchandising program. On the other hand if he can be of service to the dealer upon whom he calls in the selection of merchandise that is right, and that will be competitive, and can help him with display and sales problems, he will soon arrive at a point where he will not have to worry, and will not have to resort to high-pressure methods.

One other item of expense I feel must be eliminated from our system of distribution if we are to survive, and that is the long terms and past due account privilege extended to retailers by every wholesaler in the country. I do not think it fair to collect this expense from the dealer who is discounting his bills and giving the wholesaler a satisfactory volume. We all know what happens to the retailer who gets too many long

term charge accounts and too much past due paper. Most of them go out of business, and, possibly this is a harsh thing to say, but I firmly believe that the time is coming when the dealer who is not amply financed, and who does not pay his bills promptly, will pass out of the picture. Certainly, it is not fair for the wholesaler to keep him in business when he is not a part of an economical system.

Those retailers who will be worth while to the wholesaler in the future, will cooperate in reducing the sales expense of merchandise from wholesaler to retailer, if the wholesaler will lead the way.

Industry has done a remarkable job to give retailers in this country the greatest values in the world market. Our most aggressive competitors, the ones about which we do the most howling, have done everything possible to eliminate expenses, and give the customer the greatest values, and I think you will have to agree with me when I say that they have also done a remarkable job. As much as we hate to admit it, and as tough as they have made it for us at times, we must admit that they have eliminated excess and unwanted merchandise, duplication of lines, and unnecessary serv-

OFFICERS

of the

NATIONAL RETAIL HARDWARE ASS'N

Elected at New York City, July 18, 1940

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C. G. Gilbert, Chicago, Ill.
Veach C. Redd, Cynthiana, Ky.

ices. They have not eliminated entirely, the wholesale function, but they have reduced the expense connected with it, and we as retailers and wholesalers must follow, if our system is to survive.

One more thing that the retailer expects from the wholesaler is that he furnish him with new merchandise as it appears on the market. My own observation has been that very frequently, chains and department stores have had a nice volume on new items that could be sold in hardware stores, before the dealer knows about them, and before the wholesaler has offered them to the retailer.

Over 4000 hardware retailers in the United States, according to our national hardware survey, did an average retail business of \$51,000 in the year 1938. Not all of them were semi-wholesalers, and not all of them were direct buyers. Certainly here is, or ought to be an inspiration to the wholesalers of the country to keep these stores in business and help them to make a profit.

The Problem

Let me make it clear—we are not doomed, but we have a problem, and it is high time we did some constructive thinking, and took some constructive action to solve that problem. We are interdependent and we alone must solve it.

There may have been a time when an appeal to the sentiment and community spirit of the buying public may have helped to solve the problem. That time in my opinion is past. Trade Independent Campaigns, may in some areas, prove a boomerang, and be the means of intrenching our competition more firmly in the minds of our customers.

I am thoroughly convinced that the solution of the problem does not lie in legislation. I have never believed, and do not believe today, that this is the answer and I have been criticised many times for my stand on the question.

There may be some of our number who think that we should have followed in the footsteps of the National Retail Grocers Association and have asked the two major political parties to write into their platforms, a plank in which Government would promise to use its

authority to enable the small dealer to stay in business, and give the Department of Justice more money to go after the chains and mass distributors of the country.

If, and when, these mass distributors violate the laws of the land, then they should be curbed and punished. When it can be clearly shown that their practices are anti-social, then there is a need for new legislation. As to whether they are guilty, I am not well enough informed to pass judgment. This I do know:

When we as independents, demand that Government use its authority to enable us to survive against a form of competition, which a goodly percentage of the buying public of the country believe serves them more efficiently and economically, we ought to know that the demand will be refused.

In support of that statement, the Patman Bill which we and other independents supported, died in committee on June 17; and now I am wondering if we have not been leaning too heavily on the legislative arm in the past few years for the solution of many of our problems.

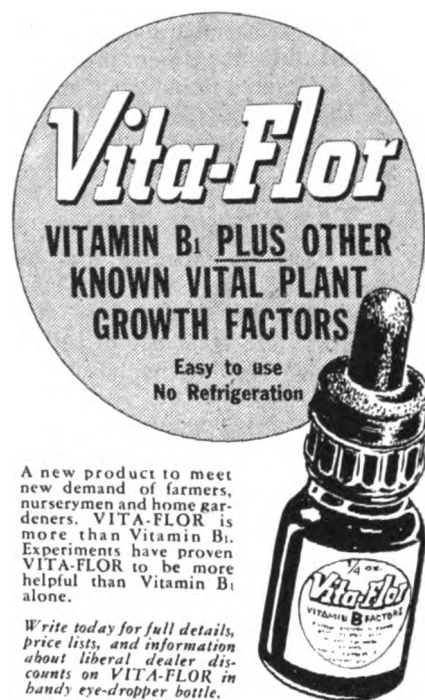
I am now wondering if we ought not to give some serious thought to the fact that we are not only in competition with this system, but that they are in competition with each other, continually striving to give the customer the greatest possible value for the money he spends.

That too many of us overlook the fact that the consumer of today is the boss, and that the buyers of this country are in the driver's seat, and will be, from now on.

That the consumers of goods which the chains distribute are the most numerous of all our interest groups and, rightly or wrongly, wisely or foolishly, they make a beaten path to the chain store door.

Certainly, not a very pleasant outlook; so I say again, the solution of the problem is ours. We must make our system more efficient and more economical, or take the consequences.

It is the challenge of competition, and as an independent hardware retailer, I ask the wholesalers of the country to accept with us that challenge, on the basis of a cooperative pro-



Vita-Flor
VITAMIN B₁ PLUS OTHER
KNOWN VITAL PLANT
GROWTH FACTORS

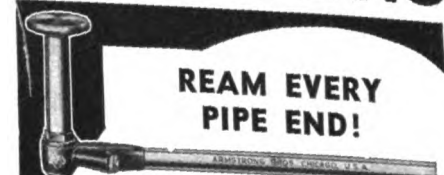
Easy to use
No Refrigeration

A new product to meet new demand of farmers, nurserymen and home gardeners. VITA-FLOR is more than Vitamin B₁. Experiments have proven VITA-FLOR to be more helpful than Vitamin B₁ alone.

Write today for full details, price lists, and information about liberal dealer discounts on VITA-FLOR in handy eye-dropper bottle.

NATIONAL OIL PRODUCTS COMPANY
HARRISON, NEW JERSEY

ARMSTRONG



REAM EVERY
PIPE END!

If you are to do high grade, full capacity trouble-free pipe work with every pipe end reamed, you'll want an ARMSTRONG BROS. Ratchet Pipe Reamer. Its spiral fluted reamer makes quick work of any inside burr for it is milled, ground and hardened, and, its drop-only a 12½ degree handle swing, will stand up for a lifetime of service.

Another time and labor saving tool that will pay for itself over and over is the ARMSTRONG BROS. Pipe Vise Saddle. It attaches instantly to any pillar or post and provides a substantial base for either hinged, chain or open side pipe vises, at the point of work—save needless steps to truck or bench. It has a built in pipe bender.

Write for Catalog showing world's most complete line of pipe tools.

ARMSTRONG BROS. TOOL CO.
"The Tool" Holder
- People -
314 N. Francisco Ave.,
Chicago, U.S.A.

Eastern
Warehouse
and Sales:
199 Lafayette
St., New York

AUGUST 8, 1940

gram of concerted action.

Certainly not a new program, but another reminder of many of the things about which we have done a lot of talking, but accomplished too little.

The Retailer Must—

1. Make up his mind that he cannot and never will have the buying power of the mass distributor. He must use to better advantage the buying power he has.

2. Accept the challenge of the chains and other mass distributors, and bring his store up to a par with their stores in cleanliness, display, and merchandise offerings, as far as possible.

3. Buy in quantities that will be profitable to the wholesaler, at least on the fast turning staple items.

4. Forget the old rule-of-thumb idea that every item must carry a uniform mark up, but that highly competitive, fast turning items may make more profit at the end of the year when priced to meet competition.

5. Keep the wholesaler posted as to the competitive situation in his community, and keep faith when he is given help in meeting that problem.

6. Concentrate purchases with as few suppliers as possible in order that his account may be worth while to that supplier, and that he may merit the help he might need, and that more time may be released for management and selling problems.

7. Keep cash selling prices as competitive as possible, and be sure that carrying charges are ample to cover cost of credit and time payment sales. Don't try to meet cash prices of competition by extending the charge account privilege to the customer on the same price basis.

8. Study constantly the mer-

chandise offerings and sales methods of all competitive outlets.

9. Develop a more intensive merchandising and promotional program following the lead of competition to keep traffic coming, and to keep the consumer conscious of the hardware store.

The Wholesaler Should

1. Make sure that merchandise offerings are price lined that the items are wanted, and are such that will enable the retailer to compete with the offerings of his competitor.

2. See to it that buyers, heads of departments and salesmen, know all they should know about the competitive condition in the field of retailing.

3. Shorten lines, and weed out duplications, in order that the retailer can buy with less confusion and uncertainty, and save time for both retailer and salesman.

4. Adopt some plan that will establish a bond of confidence between himself and the retailer that will encourage mail orders, and increase sales volume for both retailer and wholesaler. In other words, set himself up as the central warehouse of a chain of retailers to whom he can render efficient and economical service.

5. Train salesmen who call on retailers, and make them more competent to give the dealer advice in selling and display, and merchandising programs.

6. Study constantly the needs and wants of customers, and pass this information on to retailer and manufacturer who supply the merchandise.

7. Impress upon manufacturers of hardware and houseware lines the necessity of more frequent promotional and traffic building items—such as were

used in National Hardware Open House Week.

8. Study constantly the trends in merchandising, and be in position to pass this information on to retailer customers.

If at all possible, develop special display and promotion plans for the retailer, covering seasonal and special events, as the chains do for their unit stores.

In conclusion, we are hearing a great deal today, through the newspapers and over the radio, about geographical frontiers. Some of them are gone, and more will probably go in the future.

The old frontiers in retailing are gone. But new ones have arisen, reaching much farther than ever did the old ones.

There are intensive new developments, new industries and new products, plus a host of possibilities as yet undeveloped, that may bring us greater happiness and prosperity than we have ever known.

Someone said the other day that there are at least 50 new items that may be sold in hardware stores, that we had not even heard of 10 years ago.

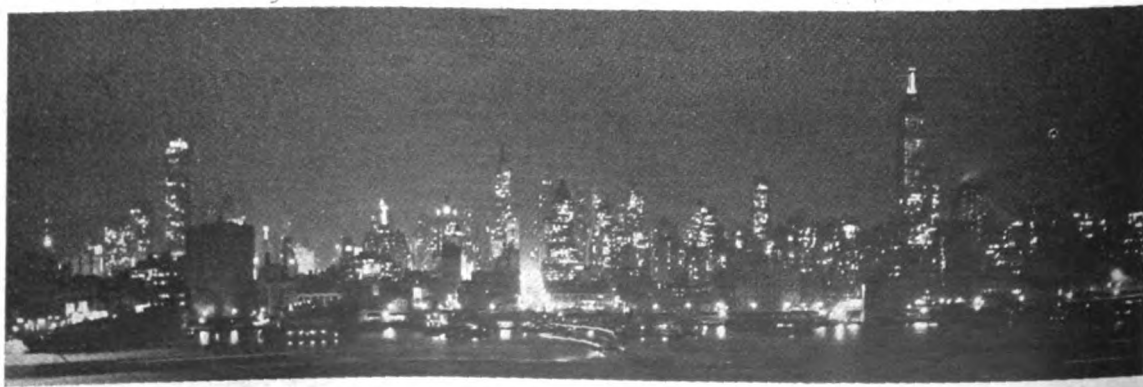
For all that we have, and for all that we enjoy, we owe a debt to science and invention, and they have never gone on a strike.

If we accept this challenge of competition, we shall, in my opinion, accomplish three worth while things:

1. We shall contribute materially to the happiness and economic welfare of our people in the future.

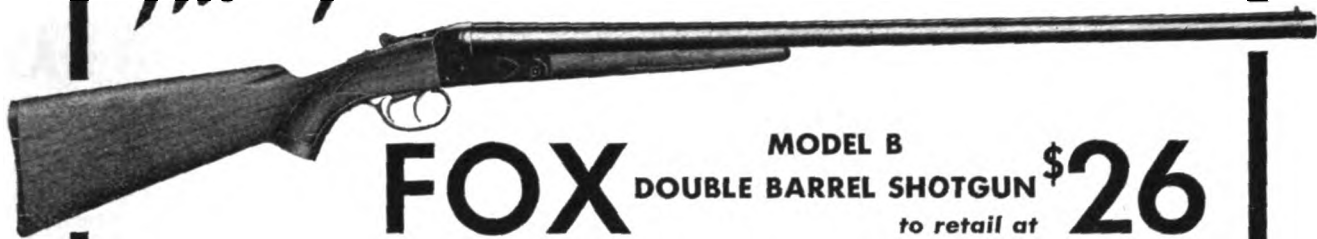
2. We shall hold the distribution line, that has made us what we are.

3. We shall preserve a system of free enterprise that has been responsible for our progress, so far, and this system will go on to new heights of achievement.



The New York skyline at night.

This gun sells on sight!



FOX MODEL B
DOUBLE BARREL SHOTGUN **\$26**
to retail at

12, 16, 20 Gauge and .410 Bore. A great name . . . a supreme value.

Order promptly from your jobber.

FOX GUN DIVISION • SAVAGE ARMS CORPORATION • DEPT. L-45, UTICA, NEW YORK



AMERICAN *Welded and Weldless* **CHAIN**

AMERICAN CHAIN DIVISION • AMERICAN CHAIN & CABLE COMPANY, Inc.

YORK, PENNSYLVANIA

In Business for Your Safety

New! SHEFFIELD'S *Super Ready Mixed*
ALUMINUM PAINT
Chromium Finish

SPRAYS, dips or brushes to a satin smooth finish. For exterior or interior use on wood, metal or brick. Will not lose its brilliance regardless of how long it stands on shelf. 1/8 pt. to 5 gal. cans.

At America's Lowest Price for Such Quality!

And 22 Other Sheffield Fast Sellers

SHEFFIELD BRONZE POWDER & STENCIL CO.

Order from your jobber. Jobbers—write for details.

CLEVELAND, OHIO

Your customers have been looking for a tool like this new BARTLETT No. 19 Compound Lever Shear.



- ★ Cuts 14 gauge easily
- ★ Weighs only 3 1/2 lbs.
- ★ 20 in. overall with 2 1/4 in. cut
- ★ Used in 2 hands or with bench attachment



No. 999 Improved Hand Pruner

Write for Catalog No. 26 on Tree Trimmers, Pole Saws, Tree Paint, and Tree Surgery Supplies, and folder on Compound Lever Snips & Bench Shears.

BARTLETT MFG. CO.
3034 East Grand Blvd.
DETROIT, MICH.



STAR Hack Saw Blades



Tungsten and "Moly" — — — Hand and Power
CLEMON BROS., INC. — MIDDLETOWN, NEW YORK

Generous Dealer Discounts
Lower Prices, Greater Values
Electric and Battery Models
New Portables—Combinations
New 3-Way Home Recorder
Advertised to 5 1/2 Million Prospects Monthly

FOR BIGGER PROFITS!

Vote **THE SENTINEL TICKET**

There's a landslide of values in the great new Sentinel Line. It's a winning ticket from every angle. Brings new profit opportunity to the retailer with a line of receivers enjoying a 20-year reputation for quality and freedom from service. Get out your pencil now and vote by sending for full details of this winning line.

SENTINEL RADIO CORP., 2020 Ridge Ave., Dept. HA-8, Evanston, Ill.

Sentinel

Quality Radio Since 1920

W. W. Rector's Address

(Continued from page 37)

careless merchandise attitude. Necessity forces the fruit merchant to watch every item and sell before it rots. The fact that hardware does not depreciate in value as fast as style merchandise has often been judged a safety factor for the business. It is a safety factor, but not to the degree we have abused it. I can take you to hardware stocks, literally filled with items and grades that date back to the days of pointed-toe, high-button shoes, and at the rate they are turning, they will still be on hand when that style returns.

Just recently, I spent three days with a friend who had just purchased a hardware business. Up to a few years ago it had been a successful business, but mail order and chain stores, the giant octopus, had strangled another fine, long-established independent business. That made a thrilling story, but when we got down to business, and checked the inventory item by item, we discovered why the business had failed.

We agreed that 38 per cent of the total items in stock should be permanently discontinued. The 38 per cent in number represented 32 per cent of the invested dollars. We further agreed that 50 per cent of the 38 per cent, or 19 per cent of the total inventory, was so antiquated or shopworn that its total value was junk.

Why should any business hope to exist when its inventory investment is only 62 per cent sound? And what better alibi could one offer for one's failure than to blame it on chains and price?

Follow the Lead

If independent hardware merchants generally will follow the lead of chains and successful independents, and give their time and effort to important factors which they can control, which means merchandise selection and stockkeeping (and that means stockkeeping within the limits of the capital structure available), then chain stores will have real competition.

Merchandising is a living business. It must, first of all, be in

a healthy condition, which is to say, its stocks of merchandise must be right and in proper balance. To continue to live, it must breathe. It must inhale new stocks, but to remain healthy, it must exhale the old to make room for the new. Any living body that continually inhales or takes in and fails to exhale or expel, soon fails to function.

Thus is exploded the fairy tale that the success of chain hardware stores is based upon and is due to their ability to feature and sell low priced merchandise.

A visit to any of their stores would completely dispel that claim. The chain in an attempt to supply his customer with the merchandise he, the customer, wants to buy, has developed careful studies which have resulted in interesting data—data on which the chains prepare their inventory balance,

Other Factors

There are many other factors that I would like to discuss, but their relative value is unimportant. We must, however, add to merchandise selection, stockkeeping and balanced inventories, the important factors of display and cleanliness.

Chain stores have tried every type of display from the most expensive to the least expensive, and they have come to this definite decision. Fixtures are a necessary evil. They should be as plain and inexpensive as is consistent with the service they must give. They are to be designed to display the merchandise and not the fixture. They are silent salesmen and should be as unobtrusive as possible. Careful consideration must be given to space and no item should be allocated more space than it will earn in sales. They have been extremely successful in their campaign to group display associated merchandise, so that when a buyer purchases a given item, he finds convenient to it associated items or accessories.

Cleanliness of floors, displays, bins, merchandise and personnel is a basic fundamental. Every chain store manager and every

department head understands that dirt or unsalable merchandise may mean his job.

Personal service rendered the customer who enters a store is a subject to which an entire session should be devoted, and yet it would seem that no occasion should arise for any argument or discussion regarding it. Your own experiences in entering other stores to buy merchandise should be ample evidence to convince every merchant of the value and effectiveness of pleasant, interested and honest service.

Here is an advantage possessed by independents which is today an unsolved problem in chains, and an advantage which, it seems to me, few independents fully appreciate.

When independent merchants will measure up to the standard set by the chain stores in the matter of merchandise selection, stockkeeping, inventory balance and display, and add to that cordial personal service which chains find it impossible to give, then, and then only, will Mr. and Mrs. America go to the independent hardware store for all of their hardware needs.

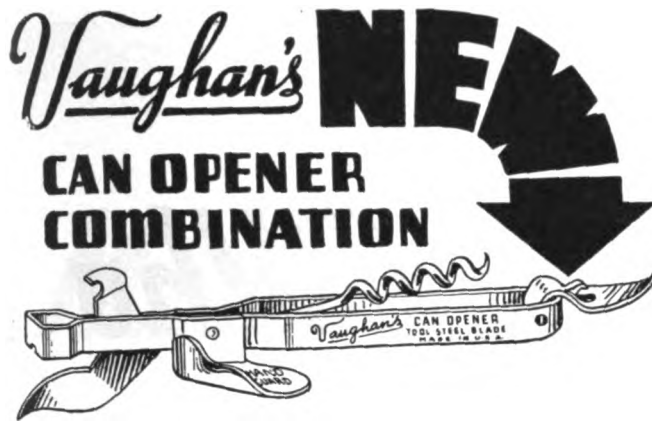
Please don't misunderstand what I have said, or the way I have said it. In no way am I belittling the difficulty of competing with a formidable competitor, either in sports, politics or business.

But that very fact will develop capable competition and their present status will be more and more difficult to maintain. It's not likely that conversation or legislation will defeat any of them. It will take sane consideration of the facts and hard work.

An Improved Job

Chains have progressed because their management demanded an improved job. When the management of manufacturers, jobbers and independent retailers set that same requirement, then we will progress and grow as never before.

For every natural merchandising advantage lies with the independent retailer. We need, though, to realize that success comes in direct ratio to the quality of service rendered and that Mr. and Mrs. Consumer are both the judge and the jury—their decision is final.



Order No. 160-B.C. Vaughan's Improved CAN OPENER COMBINATION... BOTTLE OPENER... CORK SCREW... AND A NEW OPENER FOR ALL CANNED LIQUIDS! The only complete Can Opener Combination on the market, at a popular price. Packed on individual display cards. One dozen to the box. A fine seller. Send for prices.



Vaughan's SAFETY ROLL JR. CAN OPENER

No. 170-W. The only can opener that cuts the top out of SQUARE, round, or oval cans and leaves a safety rolled edge. Best seller. More than fifty million sold. Individually packed on three-color display card. Two dozen to the box. Order now.

VAUGHAN NOVELTY MFG. CO. INC.
3211-25 CARROLL AVE. CHICAGO, ILL.

8 MESH SIZES
12" TO 48" WIDTHS
IN EVEN INCH WIDTHS
100 FT. ROLLS
STANDARD
AND HEAVY

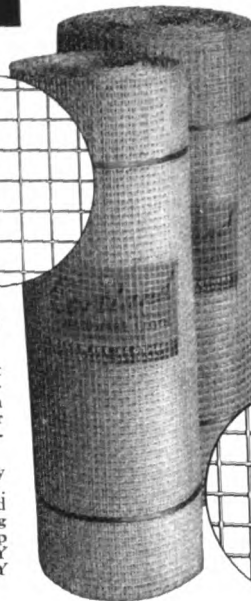
CORTLAND HARDWARE CLOTH

STANDARD

ONE QUALITY

—only the best, and that is assured by the Cortland Label. Made from Open Hearth Copper Bearing Steel which RESISTS RUST.

Heavily galvanized by our own special process. This means Long, Hard Wear—and a Pleasing Finish. Black metal strap holds roll firmly. EASY TO HANDLE. EASY TO DISPLAY.



HEAVY

WICKWIRE BROTHERS, INC.
CORTLAND NEW YORK U.S.A.

ATKINS SILVER STEEL SAWS

FOR EVERY CUTTING PURPOSE—ATKINS! RIGHT IN THE GROOVE
E. C. ATKINS & COMPANY — 410 S. ILLINOIS ST. — INDIANAPOLIS, INDIANA



Forged Blades
Poplar Wood Handles

All Patterns Boston / New York
Providence / New Haven
Seattle
Crisfield

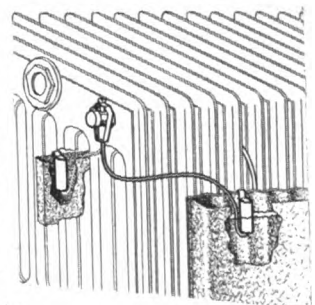
R. Murphy's Stay Sharp Oyster and Clam Knives hold up under one of the toughest jobs ever given a knife. If you want to make sales... and make good with your trade... carry R. MURPHY'S STAY SHARP KNIVES... the recognized standard of excellence since 1850.

Dozens of Other Good Sellers—Send for Catalog
R. MURPHY'S SONS CO. . . . AYER, MASS.

New PROFITS for You — With This New IDEA! The WEEKS HUMIDIFIER VALVE

Fits any type of radiator humidifier pan and feeds water from radiator directly into pan. Keeps a constant full level without further attention, also keeps radiator free from air.

A new use for an entirely new principle in valves. Can be quickly installed on Air Vent of radiator by anyone in 5 minutes. No moving parts. SAFE to use—fully GUARANTEED. Every home should have one in every room, your home included.



Write today for full particulars and sales plan

WEEKS VALVE CO. 3308—14th St., N. W., WASH., D. C.

Good Window Displays

Do you realize that no one factor will draw people to your store like attractive window displays of seasonable merchandise?

Hardware Age is continually reproducing such window displays—its representatives are always on the lookout for new ideas.

HARDWARE AGE, 100 East 42nd Street, New York City

And many dealers who require their own copy of Hardware Age find it highly profitable to subscribe to extra copies for their sales force.

The cost, \$1.00 per year, is returned over and over in better windows and increased trade.

3 Sizes — 101 Uses

TRADE MARK REG. U.S. PAT. OFF.

SKOTCH

PAT. NO. 2,172,008 OTHERS PENDING

WOOD JOINERS

10c Cards 25c Boxes or Bulk

THEY PULL—CLINCH—HOLD

The outstanding fastener for making, repairing screens, garden furniture, frames, etc.

Ask Your Jobber

SUPERIOR FASTENER CORPORATION
5224 N. Clark St. Chicago, Ill.

TAKE ADVANTAGE OF THIS "BUY" ON CRISPERS

Size 13 x 8½ x 4¼"
Dozen Lots \$6.10
Less 2%, or \$5.98 Net

Size 15 x 9½ x 4¼"
Dozen Lots \$7.64
Less 2%, or \$7.49 Net

THE HARRY ALTER CO.
1728 S. MICHIGAN AVENUE, CHICAGO, ILLINOIS
3 CHICAGO BRANCHES, NORTH, WEST, SOUTH

NEW YORK BROOKLYN
DETROIT CLEVELAND
ST. LOUIS ST. LOUIS

DENISTON

Triple Lock "Lead Seal" NAILS

Drive Screw Shank gives powerful grip. Lead under the head and down the shank plugs hole around the nail to form weather-proof lead seal. Nail, lead and sheet solidly locked together by "bump" . . . Send for samples.

The DENISTON Co. 4840 South Western Ave. CHICAGO

TATE
No. 2
25 Feet
BRAIDED WIRE
PICTURE CORD

TATE WIRE
Picture Cord

E.H. TATE CO.
Boston, Mass.
U. S. A.

CLIP-RITE

COOK'S
NEW STREAMLINE
SUPER VALUE
NAIL CLIPPER

New member of Gem Nail Clipper family. Hardened jaws, nail file, cleaner. Heavily nickled. Doz. on colorful card at jobbers'. Send for details.

THE H. C. COOK CO.
27 Beaver St., Ansonia, Conn.

10c

New Daisy Waterers
for **HOGS and POULTRY**
ALSO **SHAW and DAISY**
CALF WEANERS
BEST FOR 25 YEARS
Write for FREE Circular Mfrd. By
QUINN WIRE & IRON WORKS
BOONE, IOWA, U.S.A.



The "WHO MAKES IT?" issue of **HARDWARE AGE** enables you to quickly locate sources of supply and helps you answer many questions regarding brand names, products, etc.

Mineola, N. Y.: Who makes a rubber pan used in front of a shower stall to hold disinfectant? Jack's Hardware Co.

ANSWER: American Hard Rubber Co., 9 Mercer St., New York, N. Y.

Frederick, Md.: Who makes an electric-lighted church bulletin board? Community Hdwe. Co.

ANSWER: W. L. Clark Co., Inc., 53 Lafayette St., New York, N. Y.

Fertile, Minn.: Who makes Verdelite electric desk lamp? Thos. J. Berg.

ANSWER: Faries Mfg. Co., Decatur, Ill.

South Hill, Va.: Who makes the Easy Loader manure spreader? J. C. Clement.

ANSWER: Massey-Harris Co., Racine, Wis.

Vidalia, Ga.: Please furnish the address of Dillenger Mfg. Co., manufacturers of ensilage cutters? Vidalia Hardware Co., Inc.

ANSWER: Lancaster, Pa.

Jamaica Plain, Mass.: Where can we procure Windowphanie, a stained glass substitute? Mayo's Hardware Co.

ANSWER: H. A. Malz, 65 Fifth Ave.

"Who

Makes It"?



Information regarding sources of supply as provided readers of **HARDWARE AGE** by the "Who Makes It?" editor is here presented as an aid to others in the trade who may be seeking the same articles. The inquiries reproduced have been selected because of their general interest to hardware merchants and buyers. This editorial feature in each issue supplements the service rendered by the "Who Makes It?" issue. When writing to the firms mentioned, state that you secured your information from the **HARDWARE AGE** Directory Number.

Passaic, N. J.: Who imports the F. E. Lindstrom pliers? S. Zaentz & Sons.

ANSWER: Hammel-Riglander Co., 209 W. 14th St., New York, N. Y.

* * *

Eagle Pass, Texas: Who makes the Crockett Spurs? International Hardware Co.

ANSWER: Crockett Bit & Spur Co., Lenexa, Kans.

* * *

Englewood, Fla.: Who makes dilution cream separators? C. H. Smith.

ANSWER: Lawrence - Bostwick Mfg. Co., Phelps, New York.

* * *

Detroit, Mich.: Who makes the Brasscrafter shelf brackets? Rayl Company.

ANSWER: J. P. Eustis Mfg. Co., Cambridge, Mass.

* * *

New Canaan, Conn.: Who makes a poultry scale with a funnel scoop? Silliman Hdwe. Co.

ANSWER: New Era Equipment Co., Trenton, N. J.; Barker Poultry Equipment Co., Ottumwa, Iowa.

* * *

Grove City, Pa.: Who makes the Waukesha cast aluminum ware? Turk & Younkins.

ANSWER: Waukesha Fdry Co., Waukesha, Wis.

* * *

Lake Placid, N. Y.: Who makes the Talon fasteners? Lake Placid Hdwe. Co., Inc.

ANSWER: Talon, Inc., Meadville, Pa.

* * *

Lake Forest, Ill.: Who makes the Ferguson card tables? Wells & Copithorne Co.

ANSWER: Ferguson Bros. Mfg. Co., 720 Monroe St., Hoboken, N. J.

* * *

Creston, Iowa: Who makes the Fluffy beaters? Creston Hdwe. Co.

ANSWER: Fluffy Beater Co., 48 Younger Ave., San Jose, Cal.

Stamped and Embossed Brass and Aluminum House Numbers in attractive display assortments, featuring Standard, DeLuxe and Hi-Caste Styles, are ready sellers at a good profit. The display puts them over.

Send For Samples and Prices

Premax Products
Livingston, Chesham, Rother, & Co.

4002 Highland Ave., Niagara Falls, N.Y.



by more than
a million travelers

No wonder the Benjamin Franklin has been approved by more than a million visitors to Philadelphia! Experienced travelers like its modern service and comfort. They appreciate its convenient location. And their budgets approve the rates which make it the big hotel value in Philadelphia. 1200 rooms.

Complete facilities for meetings, from small groups to conventions.

THE BENJAMIN FRANKLIN

GEO. H. O'NEIL, Managing Director

Philadelphia

Classified Opportunities Section...

Positions Wanted

HARDWARE PERSONNEL, OUR FILES CONTAIN applications of several hundred experienced clerks, managers, counter men, bookkeepers and stenographers for New York hardware retailers and wholesalers. No charge to employers. Just phone Wisconsin 7-1802 or write to Associated Placement Bureau, 152 West 42nd Street, New York City.

WINDOW TRIMMER, EXPERIENCED HARDWARE SALESMAN, 24 years experience—10 years with manufacturer, 10 years with retailer, 2 years with jobber. Good worker; experience in meeting people. Willing to go anywhere. A-1 references. Address Box E-37, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

YOUNG MAN THOROUGHLY TRAINED IN sales and sales promotion work; well acquainted with and now contacting hardware jobbers in the South East would like a position with a first class manufacturer desiring real representation by a salesman with a successful record. References. Address Box E-10, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURER'S REPRESENTATIVE WITH OVER 15 YEARS of diversified selling experience contacting the chains and department stores, mail order houses, wholesalers. Have handled housewares, building materials, novelties and specialty lines. Successful record as a sales builder. Address—Godfrey D. Meyer, 2395 Valentine Ave., New York City, N. Y.

EXPERIENCED SALESMAN WANTS TO TRAVEL, the southeastern territory or part of same for some well known and established manufacturer or manufacturer's agent. Well acquainted with a majority of the hardware jobbers and grocery jobbers handling hardware items. Eleven present connections. Address Box E-75, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

HARDWARE CLERK, THOROUGHLY EXPERIENCED IN managing store, especially hardware, paints and apartment house supplies and housefurnishings. Capable of managing, buying, selling, window dressing and general office routine. Will consider out of town position. Address Box E-74, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

SALESMAN DESIRES A FAST MOVING, competitively priced staple line to sell to the hardware trade, paint trade, or both in the New England area. Well acquainted with and have nice following with wholesalers, chains and major retailers. Have excellent record and can furnish best of references. Address Box E-72, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

SALES CLERK, WINDOW TRIMMER, many years experience in hardware and mill supplies; knows how to meet people, very active, not afraid of work. Keep stock and store displays in A-1 condition. Willing to go out of town. Address Box E-64, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

YOUNG, ALERT, EXPERIENCED AND RELIABLE manufacturer's representative is desirous of making a new connection. Now covering and selling to the hardware and paint trade throughout New England, both wholesale and retail. Present work consists of contacting established outlets and developing new ones. Have doubled business of present connection in one year in the New England territory. If you are interested in obtaining the finest possible representation in this territory, and have a sound proposition to offer, please write to—Box E-70, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Positions Wanted

HARDWARE MAN WITH 15 YEARS experience in all lines pertaining to Hardware desires position with retail store. Can arrange, buy, sell, and do locksmith work. Splendid references as to honesty and experience. Address Box E-57, care of HARDWARE AGE, 100 East 42nd St., N. Y. City.

AM OPENING OFFICE AND SAMPLE ROOM in Minneapolis as manufacturer's representative, contacting hardware, lumber, sporting goods, electrical supply jobbers and dealers in Minnesota, Wisconsin, North and South Dakota. 25 years' experience as traveling salesman and operating retail store. Have good following with jobbers and retail dealers. Address Box E-59, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURER'S REPRESENTATIVE DESIRES A LINE for the New England territory. Trade covered—wholesale and retail hardware and paint, also chains. Contact every desirable account in the territory and have strong following. Prefer to handle one line only for a substantial, well-rated manufacturer, on a salary and expense basis only. References and sales record will satisfy your most exacting requirements. Address Box E-71, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

FOR ADEQUATE REASONS, SALESMAN DESIRES new connection with a substantial and progressive manufacturer. Sales experiences cover fifteen years. Full knowledge of distributor-dealer relationship. Know modern sales promotion and advertising. Can direct and train a sales organization to get results. Have handled household appliances, gas and electric, and building products. Prefer New England territory. Fine health. 41 years of age. Good references. Address Box E-65, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

PROGRESSIVE AND RELIABLE HARDWARE MAN. Open for connection where hard work and faithful service finds its reward. Thoroughly experienced in all phases of general hardware activity, both retail and wholesale, including all kindred lines, also mill and factory supplies, farming implements and machinery. Successful in sales promotion and effective merchandising service. Practical store manager, and efficient in business administration. Best references as to capability, responsibility, trustworthiness, character and integrity. Address Box E-56, care of HARDWARE AGE, 100 East 42nd St., N. Y. City.

THIS ADVERTISEMENT INTENDED FOR TOP-RANKING CONCERNS: credit executive-office manager available, 35, assume full charge—excellent background and training. Fifteen years in the trades of hardware, building materials and metal products. Duties involved supervisory experience in dealer and technical credits—contractual FHA & HOLC finance, construction liens, commercial law, public relations and branch credit control, also general accounting—management. Desire to forge ahead with a responsible organization. Address Box E-21, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

SALES, DIVISIONAL, OR BRANCH MANAGER capable producer with successful background as branch, district, and divisional manager. Thorough knowledge of sales, organization, management, development of personnel, advertising and merchandising in wholesale, retail, commercial and jobbing fields, with volume running from \$300,000 to \$2,500,000 yearly. Age 42, married, one child, excellent health. Am fully competent to build or carry out sound sales, advertising, and merchandising plans which appeal to consumers, dealers and salesmen, and thereby sell merchandise at a profit. Would consider representing two or three manufacturers selling to hardware or automotive jobbers in Middle or South West. Address Box E-27, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Positions Wanted

TWENTY YEARS EXPERIENCE IN SUCCESSFULLY merchandising and directing sales of jobber of housefurnishing, electrical and hardware items. Desirous of associating with live wire manufacturer as sales manager. References. Address Box E-43, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURERS' SALES REPRESENTATIVE DESIRES VARIOUS non-conflicting manufacturers' lines. I will cover the state of Wisconsin and call on all the larger hardware and department stores, also jobbers and manufacturers. Fully experienced. References furnished and results assured. Address Box E-51, care of HARDWARE AGE, 100 East 42nd St., N. Y. City.

MANUFACTURER'S REPRESENTATIVE DESIRES MAJOR LINE for St. Louis, Mo. and surrounding territory. Have excellent following among hardware and dairy jobbers, department stores and large retail outlets as well as premium accounts. Have sold this trade for past 15 years. Can furnish first-class references. Address Box E-20, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

COMPETENT HARDWARE MAN OF CONSTRUCTIVE ability and accomplishments. Thoroughly experienced in effective merchandising and business management, capable of productive supervision in all phases of general hardware activity, retail and wholesale, including agricultural implements, industrial machinery and supplies. Now located in central states but willing to go anywhere. Strictly temperate, conscientious, reliable and responsible. Address Box E-31, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

EXPERIENCED SALESMAN WITH COLLEGE TRAINING in Industrial Administration and a background of promotional sales as well as regular sales experience desires a full time position with a reliable firm. At present I am employed contacting retail and jobbing hardware trade, industrial and mill supply houses. I am a married man, 32 years of age, and would consider some other territory than that now covered. Address Box E-46, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Sales Representatives Wanted

WANTED: EXPERIENCED SALESMEN TO CALL on mill and factory trade. With following preferred. Unlimited field and splendid opportunity for right men. Address Box E-28, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

SALESMEN SELLING RETAIL HARDWARE TRADE wanted to sell the finest cocoa and tire mats as side line, also complete line of mats and matting. Large commissions. Must know credit ratings. East-South-Middle West territories available. Give age—references—experience. Address—Hercules Products Company, 626 Huron Rd., Cleveland, Ohio.

OLD RELIABLE CORPORATION OFFERS WONDERFUL opportunity to sideline or full-time salesmen. Selling furniture, hardware, department stores. Fast patented sellers. Small, light sample case. Positively world's finest. Call on only best concerns. Best selling season now. Address—Dustmaster Corporation, Minneapolis, Minnesota.

DISTRIBUTORS, JOBBERS, MANUFACTURERS' AGENTS, SALESMEN, United States—Canada. Sell Patented steel plastering gauges to builders—contractors. Gauges are used to replace wood grounds. Have merit and will sell by competent demonstration. Then sell to stores, building supply houses, dealers, etc. Write for territory. Address Landau, 2325 18th St., N. W., Washington, D. C.

Samples of Merchandise, Literature, Catalogs, etc., will not be forwarded unless accompanied by full postage for remailing.

Sales Representatives Wanted

MANUFACTURER OF A NATIONALLY-KNOWN product is establishing new sales territories and desires side-line representatives calling on wholesale and retail sporting goods and hardware accounts. Address Box E-48, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

SALESMAN CALLING ON HARDWARE, PAINT and Wallpaper stores, Lumber Yards, etc., to carry our Popular Priced full line Paints and Varnishes. Many territories open. Liberal commission. Good opportunity. Progressive concern. Write to 20th Century Paint & Varnish Corp., 30 Roebling St., Brooklyn, N. Y.

SALESMAN: (Wanted) OLD ESTABLISHED FIRM desires salesman for Delaware and Maryland Territory, and one for Central and Northern New York taking in part of New England, calling on hardware and house-furnishing trade. State experience. Address Box E-61, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

EXCLUSIVE TERRITORY AND BIG PROFITS for recognized manufacturers' agents with following among jobbers, hardware, department stores. New automatic humidifier valve (see advertisement page 107) means sales to every home with radiators. Write for full details and give territory covered. Weeks Valve Co., 3308 14th St., N.W., Washington, D. C.

HARDWARE MANUFACTURER WITH NATIONAL DISTRIBUTION has one or two open territories for commission salesmen having established clientele. Issues catalogue. Exclusive territory arranged. This is not a "side line." Applicant must be prepared to give full details and references. Address Box E-55, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

SALESMEN NOW CALLING ON RETAIL Hardware Dealers and Lumber Yards through central and Eastern states for selling profitable side line. Exclusive Territory and Liberal Commission Allowed. State references, territory now traveling. Minnesota, Wisconsin, Iowa, Missouri and other good states still open. Best selling season now. Address Box E-79, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

HARDWARE SALESMEN, HIGH TYPE, WITH SUCCESSFUL record and established trade among tool and hardware, mill and builders' supply dealers; new useful tool; side line; commission basis. Only those who write fully, stating experience, qualifications, references, lines handled, territory covered, etc., will be considered. Address—President, Markwell Mfg. Co., 200 Hudson St., New York City.

AGGRESSIVE MANUFACTURERS' AGENTS OR REPRESENTATIVES wanted to sell nationally known line of incandescent lamps. Must know and contact all jobbing accounts in territory. Straight commission arrangements. Accounts and territory will be fully protected. Give full particulars when replying in order to receive our consideration. Address Box E-69, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

OPPORTUNITY TO EARN TRAVELING EXPENSES. Certain territories open starting September first on new lines of mirrors, metal cabinets, stepstools, large toys, bridge tables, lamps and other items carried by large hardware stores. Exclusive territory and no house accounts. Full commission on all business. When writing state exact territory you cover and class of trade. Commissions from these lines will leave your main line earnings as clear income. THE WALTER S. KRAUS COMPANY, WOODSIDE, NEW YORK.

EXCLUSIVE AND PROFITABLE SEAPORT AND inland agencies open for qualified manufacturers' representatives selling on commission to large contractors, ship yards, ship builders, dredgers, oil fields, public utilities, wholesale hardware, mines, railroads, mill, marine, oil well and painter supply houses to sell new improved tackle and snatch blocks, complete line, exclusive patented features, priced to meet competition. State territory covered and experience. Address Box E-67, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Accounts Wanted

EXPORT TRAVELLER SEEKING ADDITIONAL ACCOUNTS. FLUENT SPANISH—ENGLISH CORRESPONDENT. SEE COMPLETE DETAILS AND MAIL ADDRESS ON PAGE 102 THIS ISSUE.

I TRAVEL THE STATES OF Oregon, Washington, Idaho and Montana and am selling practically every retail hardware account in the four states. Would like one additional line. Address Box E-53, care of HARDWARE AGE, 100 E. 42nd St., New York City.

MANUFACTURERS' REPRESENTATIVE DESIRES FACTORY LINES for hardware, housefurnishing, premium jobbers, chains, well-rated retailers for Philadelphia, eastern Pennsylvania, southern New Jersey territory. Can furnish good references. Address Box E-73, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURERS' AGENT WITH HEAD-QUARTERS IN Atlanta wants accounts to offer to the Hardware, Building and Mill Supply outlets in Georgia and surrounding territory. Intelligent and aggressive representation assured. References upon request. Address P. O. Box 334, Atlanta, Georgia.

ESTABLISHED, WELL-RATED SALES ORGANIZATION calling upon wholesale and retail hardware stores, lumber yards and building material dealers in east central states is in position to handle additional volume lines. Manufacturers desiring representation in this territory write Box E-29, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

ESTABLISHED MANUFACTURERS' AGENT OPERATING IN Michigan, Ohio and Indiana and enjoying a wide acquaintance in this territory, can handle one more major item suitable for the plumbing or hardware trade. Address Box E-68, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURERS' REPRESENTATIVE CALLING ON WHOLESALE hardware trade every 60 days in eight Pacific Coast and Western States wants a line to sell this trade on commission basis. Established and doing business continuously for fifty years. High-grade reference. Address Box E-63, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

LINES WANTED BY REPRESENTATIVE WHO knows the trade in South Eastern Trade, who is producing on lines now carried. We need additional lines to hardware dealers, lumber yards, department stores, building material dealers, and general stores. We are producing. We want a volume line, a good paying commission line. Address Box E-54, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURERS' REPRESENTATIVE, TWENTY-FIVE YEARS' EXPERIENCE selling to automotive volume buyers only, wants popular price line of tools, wrenches and other hardware items. Automotive chains and jobbers buying other items which will give you additional business. No interference with your present selling plans. References exchanged. Territory travelled—Metropolitan New York, New England, New Jersey, Pennsylvania to Harrisburg. Address Box E-60, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MANUFACTURERS' AGENT. DO NOT ANSWER unless you mean business. A limited number of classified lines desired for sale to hardware, lumber and large industrial trade in St. Louis and the adjacent trading areas in Missouri and Illinois. If you are not getting profitable distribution in this area, we are willing to conduct a survey and give honest opinion of actual possibilities. Firm consists of two highly experienced hardware and industrial sales specialists. References given and required. Address Box E-58, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Accounts Wanted

WANT MANUFACTURER'S LINES OF HARDWARE specialties, small tools, shelf hardware, or electrical accessories, for California, Oregon, Washington. Many years experience in the hardware field. Address Box E-50, care of HARDWARE AGE, 100 East 42nd St., New York City.

LINES WANTED—MANUFACTURERS' AGENCY, TRAVELING states of Texas, Oklahoma, Arkansas and Louisiana, desires additional lines to be distributed in these states on commission basis. Active sales organization with ideal connections. Address Box E-76, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Business Opportunities

FOR SALE—TEXAS WHOLESALE HARDWARE doing profitable business. If interested Address Box E-52, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

FOR SALE—USED FLOOR SANDERS, rebuilt at factory. As low as 25%-50% of original prices. Address Box D-974, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

WANTED TO SELL GENERAL HARDWARE STORE, good growing business in live town, business established about a year. Reason for selling, personal. Address Box E-66, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

MERCHANDISE WANTED—I BUY FOR cash small or large lots of manufacturers' closeouts, jobbers' surpluses and any discontinued items in the hardware and harness line. Write me what you have to offer. Address Harry J. Epstein, 815 Central St., Kansas City, Mo.

FOR SALE—STOCK OR BUSINESS consisting of hardware, housefurnishings, seeds, cutlery, garden tools, etc. Parking space in the rear. Established over 50 years. Center of business district. No competitors near. Excellent opportunity for someone to start in business. Owner obliged to give up on account of health. Address Box E-62, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

FOR SALE—ENTIRE STOCK OF general hardware, boat fittings, house and yacht paints, oils, varnishes, field and garden seeds, etc., in popular Massachusetts city of approximately 50,000 people. Stock inventories about \$20,000. All good fresh stock. A real opportunity. Reason for selling—poor health and failing eyesight. Address Box E-49, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

HARDWARE TOOL SUPPLY STORE; PAINTS, located New Jersey Metropolitan Area, seeks to merge with a reliable New Jersey concern offering stock, fixtures valued about \$14,000. Married man, excellent business rating; character references furnished; live wire, dependable, reliable, saving anybody a good man's services; details furnished when interviewed. Replies strictly confidential. Address Box E-47, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

ESTABLISHED SUCCESSFUL FARM EQUIPMENT, repair and hardware business located in territory in Ohio with year round trade. Offer business, building and real estate at reasonable price, owner has other interests. Books show increase in business every year with exceptional net return on investment. An opportunity for investment in a business that can easily be doubled next year. Clean stock, cash business. Price \$25,000 cash. Address Box E-77, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Help Wanted

WANT 4 EXCEPTIONAL MEN. BUYER, MERCHANDISER, advertiser, secretary. Financially responsible. Unassailable background. Hardware chain, National, now being formed. Unlimited financially. Function fully September. References first letter. Strict confidence. Used only after conference. Address Box E-78, care of HARDWARE AGE, 100 E. 42nd St., N. Y. City.

Only \$14.90 *Safeway* **OIL HEATERS** **Only \$10.80**



Time tried, time proven dependable. The sensationally priced heater that opened up a new and eager market. For homes, stores, hunting camps, lake cottages, filling stations. Built for the man wanting oil's convenience in a powerful, attractive yet inexpensive heater.

Bodies are of 22 ga. super blue steel. The silent pot type Golden Glow burner uses cheap distillate, seldom needs cleaning. Simple trouble-free barometric oil feed. Comes complete except for smoke pipe. Model A9-10 is of 10" diameter, 27" high, has 2½ gal. tank, heats 2,700 cu. feet. Model A9-13 is of 18" diameter, 37" high, has 4 gal. tank, heats 4,000 cu. feet. Write for folder and liberal discounts. Exclusive agencies available in some areas. No new, untried experiment. Thousands in use across the U. S. A.

JUNIOR MODEL A9-10

MODEL A9-13

GLOBE AMERICAN CORPORATION
Macomb, Illinois

REAL sales representatives advertise in the "Sales Accounts Wanted" columns of the classified advertising section of **HARDWARE AGE**.



PAGE'S Seeds

WAR IN EUROPE AFFECTS SEED SUPPLY

War or no War in the U. S.—the War in Europe will affect the supply of many Seeds and some Varieties will be short.

Our Stocks for 1941 delivery will be quite complete but write at once for coverage on your Garden, Flower and Field Seeds or Packet Seed requirements.

Your request for quotations or information will have our prompt attention.

"At Your Service Since 1896"

THE PAGE SEED COMPANY
P. O. BOX B-3 GREENE, N. Y.

Genuine DOMES of SILENCE
SLIDE SILENTLY-SOFTLY-SMOOTHLY
40c SET-10c SET-10c SET **SAVE FURNITURE & FLOORS-CREATE QUIET**



Name "Domes of Silence" on each genuine Gille.

4 TO A SET

Domes of Silence Rubber Cushion Glides

For Tile, Marble, Cement and Bathroom Floors. Noiseless. Sizes for metal beds, wood beds, large chairs and all furniture.

Ask your Jobber. If he is not supplied write to
DOMES of SILENCE, Inc., 35 Pearl St., N. Y. C.

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Quinn Wire & Iron Works. 106

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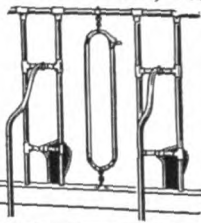
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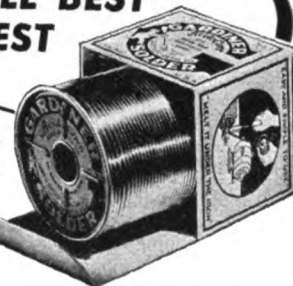
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